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# **Combined Arms Battalion Collective Task Publication**

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**February 2012**

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**Headquarters, Department of the Army**

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# Combined Arms Battalion Collective Task Publication

## Contents

	Page
<b>Preface</b> .....	<b>iv</b>
<b>Chapter 1</b>	
<b>Introduction</b> .....	<b>1-1</b>
<b>Section I – Text References</b> .....	<b>1-1</b>
<b>Section II – Army Approach to Training</b> .....	<b>1-2</b>
Army Training Strategy.....	1-2
Army Leadership Development Strategy.....	1-2
Army Training System .....	1-3
Army Training Management .....	1-5
<b>Section III – Other Training Considerations</b> .....	<b>1-6</b>
Operational Environment.....	1-6
Decisive Action .....	1-8
Mission-Essential Task List .....	1-8
Mission-Essential Task List Development Process.....	1-9
Army Force Generation .....	1-12
Training Products .....	1-13
Live, Virtual, Constructive, and Gaming Training.....	1-19
<b>Chapter 2</b>	
<b>Crosswalks and Outlines</b> .....	<b>2-1</b>
<b>Section I – METL Crosswalk</b> .....	<b>2-1</b>
<b>Section II – Training and Evaluation Outlines</b> .....	<b>2-3</b>
Conduct a Movement to Contact (Battalion-Brigade) (07-6-1072).....	2-5
Conduct an Attack (Battalion-Brigade) (07-6-1092) .....	2-11
Conduct an Attack in an Urban Area (Battalion-Brigade) (07-6-1181).....	2-17
Conduct a Defense (Battalion-Brigade) (07-6-1028).....	2-23
Conduct a Delay (Battalion-Brigade) (07-6-1036) .....	2-32
Conduct a Withdrawal (Battalion-Brigade) (07-6-1144) .....	2-37
Conduct a Screen (Battalion-Brigade) (17-6-9225).....	2-42
Conduct a Guard (Battalion-Brigade) (17-6-9222) .....	2-50
Conduct Lines of Communication Security (Battalion-Brigade) (17-6-9406) ...	2-57

## Contents

---

	Coordinate Convoy Security Operations (19-1-2007).....	2-61
	Conduct Area Security (Battalion-Brigade) (07-6-1272).....	2-64
	Conduct a Passage of Lines as a Passing Unit (Battalion-Brigade) (07-6-1081) .....	2-69
	Conduct a Passage of Lines as a Stationary Unit (Battalion-Brigade) (07-6-1082) .....	2-75
	Conduct Battle Handover (Battalion-Brigade) (17-6-3809).....	2-80
	Conduct a Relief in Place (Battalion-Brigade) (07-6-1107).....	2-88
	Conduct Mobility, Countermobility, and/or Survivability (Battalion-Brigade) (07-6-6082) .....	2-92
	Conduct a Gap Crossing (Battalion-Brigade) (07-6-1091).....	2-98
	Conduct a Combined Arms Breach of an Obstacle (Battalion-Brigade) (07-6-1252) .....	2-101
	Conduct ISR Synchronization and Integration (Battalion-Brigade) (17-6-1007) .....	2-106
	Develop the Intelligence, Surveillance, and Reconnaissance Plan (Brigade-Corps) (71-8-2321).....	2-110
	Employ Fires (Battalion-Brigade) (17-6-3004) .....	2-112
	Conduct Consolidation (Battalion-Brigade) (07-6-5037).....	2-115
	Conduct Reorganization (Battalion-Brigade) (07-6-5082) .....	2-117
	Coordinate LOGPAC Operations (63-1-4032).....	2-119
	Conduct the Military Decision-Making Process (Battalion-Corps) (71-8-5111) .....	2-121
	Execute Tactical Operations (Battalion-Corps) (71-8-5131).....	2-131
	Evaluate Situation or Operation (Battalion-Corps) (71-8-5142).....	2-136
	Plan Public Affairs Operations (Battalion-Corps) (71-8-5334).....	2-138
	Conduct a Civil Military Operation (Battalion-Brigade) (07-6-4000) .....	2-142
	Secure Civilians During Operations (Battalion-Brigade) (07-6-6073).....	2-147
	Conduct Operational Decontamination (03-2-9224) .....	2-150
<b>Appendix A</b>	<b>Combined Arms Battalion Unit Task List .....</b>	<b>A-1</b>
<b>Appendix B</b>	<b>HBCTs METL .....</b>	<b>B-1</b>
<b>Appendix C</b>	<b>CATS Task Selection to METL Matrix .....</b>	<b>C-1</b>
	<b>Glossary .....</b>	<b>Glossary-1</b>
	<b>References .....</b>	<b>References-1</b>
	<b>Index .....</b>	<b>Index-1</b>

## Figures

Figure 1-1. Collective tasks supporting higher unit METLs.....	1-11
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## Tables

Table 1-1. Chapter 1 text references.....	1-1
Table 1-2. Contents of the HBCT WTSP series.....	1-18
Table 2-1. Example CAB FSO METL crosswalk.....	2-1
Table A-1. Example CAB UTL.....	A-1
Table B-1. HBCT FSO METL .....	B-1
Table C-1. Example CAB CATS task selection to FSO METL matrix.....	C-1

## Preface

### Purpose

This training circular (TC) is a tool commanders can use during training strategy development. The products in this TC are developed to support the battalion's mission-essential task list (METL) training strategy.

### Scope

This TC provides guidance for commanders, staff, leaders, and Soldiers who plan, prepare, execute, and assess training of the combined arms battalion (CAB).

### Intended Audience

The primary target audience for this TC is the battalion commander, staff, and other leaders within the CAB. The secondary audience consists of training developers who develop training support materials for professional military education (PME).

### Applicability

This publication applies to the Active Army, Army National Guard (ARNG)/Army National Guard of the United States (ARNGUS), and the United States Army Reserve (USAR) unless otherwise stated.

### Feedback

The proponent for this publication is the U.S. Army Training and Doctrine Command (TRADOC). The preparing agency is the U.S. Army Maneuver Center of Excellence (MCoE). Send comments and recommendations by any means, U.S. mail, e-mail, fax, or telephone, using the format of DA Form 2028, *Recommended Changes to Publications and Blank Forms*. Point of contact information is as follows.

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Unless this publication states otherwise, masculine nouns and pronouns may refer to either men or women.

## Chapter 1

# Introduction

The role of the combined arms battalion is to fight and win engagements on any part of the battlefield. The CAB combines the efforts of its armor and mechanized infantry companies to execute tactical missions as part of a brigade combat team (BCT) or division operation. The CABs are an essential part of the Army's principal formation for conducting sustained combined arms and close combat land operations. CABs serve as a deterrent to armed conflict; they are capable of deploying worldwide and conducting decisive action. To accomplish all this and more, the CAB commander, staff, and other leaders must first train their units to standard. This training circular provides information about the Army approach to training and highlights several training considerations and enablers that, when implemented and used, can make training successful.

### SECTION I – TEXT REFERENCES

1-1. The contents shown in table 1-1 are the references used in this chapter.

**Table 1-1. Chapter 1 text references**

<b>Subject</b>	<b>Reference</b>
Combined Arms Battalion,	FM 3-90.5
Army, G-3/5/7 memorandum, Army Training and Leader Development Guidance (ATLDG)	ATLDG
Deputy Chief of Staff, G-3/5/7 memorandum, Army Training Strategy (ATS)	ATS
Document, "The Army Leader Development Strategy (LDS) for a 21st Century Army"	LDS
Unified Land Operations	ADP 3-0
Training Units and Developing Leaders for Full Spectrum Operations	FM 7-0
Generating Force Support for Operations	FM 1-01
Army Leadership: Competent, Confident, and Agile	FM 6-22
Army Posture Statement 2009	Army Posture Statement
Army Training Network link: <a href="https://atn.army.mil/index.aspx">https://atn.army.mil/index.aspx</a>	ATN
Operational Terms and Graphics	FM 1-02
Brigade Combat Team	FM 3-90.6
Joint Doctrine for Information Operations	JP 3-13

**Table 1-1. Chapter 1 text references (continued)**

<b>Subject</b>	<b>Reference</b>
Department of Defense Dictionary of Military and Associated Terms	JP 1-02
Mission Command: Command and Control of Army Forces	FM 6-0
Joint Operations	JP 3-0
Army Training	AR 350-1
Army Unit Status Reporting and Force Registration–Consolidated Policies	Army Regulation (AR) 220-1
Army Exercises	Army Regulation 350-28

## SECTION II – ARMY APPROACH TO TRAINING

1-2. Before commanders and staff begin planning, preparing, executing and assessing unit training, they first must have a clear understanding of the Army's training and leader development strategies, training system, and training management.

### ARMY TRAINING STRATEGY

1-3. The Army goal is to routinely generate trained and ready units for both current missions and future contingencies at an operational tempo that is sustainable. (Refer to Army Training and Leader Development Guidance [ATLDG], FY 10-11.) To accomplish this goal, the Army G-3/5/7 developed a comprehensive training strategy called the Army training strategy (ATS).

1-4. The ATS describes the ends, ways and means required to adapt Army training programs to an era of persistent conflict, to prepare units and leaders to conduct decisive action, and to rebuild strategic depth. The ATS will generate cohesive, trained, and ready forces that can dominate at any point on the spectrum of conflict, in any environment, and under all conditions.

1-5. The ATS has identified 10 goals. Each goal has supporting objectives that detail the ATS. Obtaining each goal ensures the Army generates trained and ready units. (Refer to Deputy Chief of Staff, G-3/5/7 memorandum, *Army Training Strategy*.) The goals of ATS are—

- Train units for decisive action.
- Enable adaption of training.
- Train and sustain Soldier skills.
- Train and sustain Army civilian skills.
- Sustain and improve effectiveness of combat training centers (CTCs).
- Provide training at home station and while deployed.
- Provide training support system live, virtual, constructive, and gaming (LVCG) enablers.
- Increase culture and foreign language competencies.
- Provide supporting and integrating capabilities.
- Resource the Army training strategy.

### ARMY LEADERSHIP DEVELOPMENT STRATEGY

1-6. While the ATS was being developed, the commanding general, TRADOC, concurrently developed a leader development strategy (LDS). The *Army Leader Development Strategy for a 21<sup>st</sup> Century Army*, discusses how the Army will adapt the way in which it develops leaders. This strategy presents the



challenges of the operational environment (OE); the implications of the OE on leader development; and the mission, framework, characteristics, and imperatives of and how to implement the strategy. The LDS describes eight specific imperatives designed to guide the policy and actions necessary to produce the future leaders our Army will need.

1-7. The LDS is part of a campaign of learning. It seeks to be as adaptive and innovative as the leaders it must develop. The LDS is grounded in Army leadership doctrine and seeks to deliver the leader qualities described in both Army doctrine and capstone concepts. The following documents describe leadership qualities:

- **ADP 3-0.** This manual describes how the Army seizes, retains, and exploits the initiative to gain and maintain a position of relative advantage in sustained land operations through simultaneous offensive, defensive, and stability operations in order to prevent or deter conflict, prevail in war, and creates the conditions for favorable conflict resolution.

## ARMY TRAINING SYSTEM

1-8. The Army Training System prepares Soldiers, Army civilians, organizations, and their leaders to conduct decisive action. The training system is built upon a foundation consisting of disciplined, educated, and professional Soldiers, civilians, and leaders, adhering to principles that provide guidance.

### TRAINING PRINCIPLES

1-9. The Army provides combatant commanders with adaptive individuals, units, and leaders. Army expeditionary forces are trained and ready to conduct decisive action in support of unified action anywhere along the spectrum of conflict. The Army accomplishes this by conducting tough, realistic, standards-based, performance-oriented training. The principles provide a broad but basic foundation to guide how commanders and other leaders plan, prepare, execute, and assess effective training. The 11 training principles in accordance with (IAW) FM 7-0 are—

- **Commanders and other leaders are responsible for training.** Commanders are responsible for training their units. The unit commander is the unit's primary training manager and trainer. Commanders hold their subordinate leaders responsible for training their respective organizations. This responsibility applies to all units in both the operational Army and the generating force.
- **Noncommissioned officers train individuals, crews, and small teams.** Noncommissioned officers (NCOs) are the primary trainers of enlisted Soldiers, crews, and small teams. Their experience and knowledge are critical to determining the right collective tasks for the unit to train. Noncommissioned officers also determine the individual tasks necessary for collective tasks and, ultimately, METL proficiency. Noncommissioned officers ensure that the objectives of individual Soldier training and development are met.
- **Train to standard.** A task is a measurable action performed by individuals or organizations. A standard is the accepted proficiency level required to accomplish a task. The standard for training is mastery, not just minimum proficiency. Mastery of a task is being able to perform the task intuitively, regardless of the conditions. Units master tasks by limiting the number of tasks to train to a few essential tasks that support accomplishing the mission. Leaders train their organizations until they achieve the standard, which may mean training longer than planned.
- **Train as you will fight.** Train as you will fight means training for the mission under the conditions of expected, anticipated, or plausible OEs. It also means varying the training conditions to improve operational adaptability, training combined arms operations, and ensuring units can operate with all types of military and nonmilitary partners. "Fight," in the context of training, includes lethal and nonlethal skills in decisive action.
- **Train while operating.** Training continues when a unit is engaged in operations. Combat builds experience, but not necessarily effectiveness. To adapt to constantly changing situations, units

continue to train even in the midst of campaigns. Unit leaders use available time to rehearse mission execution and prepare for likely contingencies. They conduct after action reviews after completing operations—and after completing intermediate tasks—to capture lessons learned for future operations.

- **Train fundamentals first.** Fundamentals include warrior tasks and battle drills and METL tasks. Company-level units establish the foundation. They focus training on individual and small-unit skills. These tasks typically cover basic soldiering, drills, marksmanship, fitness, and military occupational specialty proficiency. Typically, units that are proficient in the fundamentals can more easily integrate and master the more complex collective tasks.
- **Train to develop operational adaptability.** Although planning is critical to successful training, circumstances may cause plans to change. Leaders prepare for personnel turbulence and equipment shortages even though the Army Force Generation (ARFORGEN) System tries to ensure personnel and equipment objectives are met before training begins. Leaders develop training, manning, and equipping contingency plans. They train their personnel to assume other positions on short notice by prioritizing the most important tasks.
- **Understand the operational environment.** Commanders understand the OE and how it affects training. They replicate operational conditions, including anticipated variability, in training. For example, the conditions and collective and individual tasks required to accomplish a mission differ depending on where the operation falls on the spectrum of conflict. Tasks required to accomplish a mission in a combined arms maneuver role can be different from the tasks required in a wide area security role. Army forces need to be proficient in both and often execute them simultaneously.
- **Train to sustain.** Sustain, in the context of training, refers to resiliency and endurance. Training integrates short-term objectives with long-term goals. Soldiers must be capable of operating over long stretches of time while deployed. Commanders and leaders design training to sustain the proficiency of the unit and to build the capability of individuals to sustain themselves mentally and physically for the demands of combat. Leaders incorporate comprehensive Soldier fitness programs into training plans.
- **Train to maintain.** Commanders allocate time for units to maintain themselves and their equipment to standard during training events. This time includes scheduled and routine equipment maintenance periods and assembly area operations. Leaders train their subordinates to appreciate the importance of maintaining their equipment. Organizations tend to perform maintenance during operations to the standards they practice in training.
- **Conduct multiechelon and concurrent training.** Commanders structure training events to allow subordinates maximum latitude to train their units. Through multiechelon training, they ensure subordinate units have the opportunity to train essential tasks during the higher unit's training event. Multiechelon training is a training technique that allows for the simultaneous training of more than one echelon on different or complementary tasks. It is the most efficient and effective way to train. It requires synchronized planning and coordination by commanders and other leaders at each affected echelon. Concurrent training occurs when a leader conducts training within the scope of another type of training. It complements the execution of primary training objectives by allowing leaders to make the most efficient use of available time.

## TRAINING AND EDUCATION

1-10. The Army Training System comprises training and education. Training is not solely the domain of the generating force; similarly, education continues in the operational Army. The operational Army consists of those Army organizations whose primary purpose is to participate in unified land operations as part of the joint force. In contrast, the generating force consists of Army organizations whose primary mission is to generate and sustain the operational Army's capabilities for employment by joint force commanders.

1-11. Training and education occur in all three training domains: institutional, operational, and self-development. Training prepares individuals for certainty. Education prepares individuals for uncertainty. Education enables agility, judgment, and creativity. Training enables action. (Refer to FM 1-01 and FM 7-0.)

## TRAINING DOMAINS

1-12. Battalion commanders lead and assess training to ensure it is high-quality and individuals meet established standards. To meet the challenge of preparing for decisive action, the Army takes advantage of the training capabilities found in the three training domains listed below:

- **Institutional.** This is the Army's institutional training and education system, which primarily includes training base centers and schools that provide initial training and subsequent PME for Soldiers, military leaders, and Army civilians. Institutional training can take place within the Army at the many centers of excellence, such as Fires (Fort Sill, Oklahoma), Maneuver (Fort Benning, Georgia) and Maneuver Support (Fort Leonard Wood, Missouri).
- **Operational.** This consists of the training activities organizations undertake while at home station, at maneuver CTC, during joint exercises, at mobilization centers, and while operationally deployed.
- **Self-development.** This includes planned, goal-oriented learning that reinforces and expands the depth and breadth of an individual's knowledge base, self-awareness, and situational awareness; complements institutional and operational learning; enhances professional competence; and meets personal objectives. (Refer to the [2009 Army Posture Statement](#).) The self-development domain consists of the three components:
  - Structured self-development is required learning, progressively sequenced across a career and is closely linked to and synchronized with operational and institutional domains.
  - Guided self-development is recommended, but optional, learning that enhances professional growth and fosters continuous learning.
  - Personal self-development is self-initiated learning where the individual defines the objective, pace, and process.

1-13. Commanders play a critical role in each of the training domains. They provide their Soldiers and unit leaders the best opportunities to attend military education schools, are responsible for unit training, and set the example for their Soldiers in self-development training. This TC concentrates on the operational domain of training battalion commanders perform. (Refer to FM 7-0.)

## ARMY TRAINING MANAGEMENT

1-14. Army training management is the process used by Army leaders to identify training requirements and subsequently plan, prepare, execute, and assess training. Army training management provides a systematic way of managing time and resources and of meeting training objectives through purposeful training activities.

1-15. Training management is the practical application of the training doctrine and is found in FM 7-0. The training management information contained in FM 7-0 supersedes FM 7-1.

1-16. FM 7-0 and training management are posted within the Army Training Network (ATN). The ATN is an Internet website provided by the U.S. Army to provide on-line training management processes, products, and resources.

1-17. These resources are linked together, and are designed to be used in concert as a digital resource. FM 7-0 provides the intellectual framework of what Army training is, while training management provides the practical and detailed how-to of planning, preparing, executing, and assessing training. The ATN, as the digital portal to both documents, provides a wealth of other training resources to include the latest training

news, information, products, and links to other Army training resources such as combined arms training strategy (CATS), warfighter training support package (WTSP), and unit task lists (UTLs). (Refer to FM 7-0 and the ATN for further information.)

### SECTION III – OTHER TRAINING CONSIDERATIONS

1-18. In addition to understanding the ATS and training management model, commanders and staffs should also consider—

- Operational environment.
- Decisive action.
- Mission-essential task list.
- Mission-essential task list development process.
- Army Force Generation.
- Training products.

### OPERATIONAL ENVIRONMENT

1-19. An OE is a composite of the conditions, circumstances, and influences which affect the employment of military forces and bear on the decisions of the unit commander. (Refer to FM 1-02.) The complex nature of the OE requires commanders to simultaneously combine offensive, defensive, and stability defense support of civil authorities' tasks to accomplish missions domestically and abroad. (Refer to ADP 3-0.)

### OPERATIONAL VARIABLES

1-20. The CAB commander, staff, and other leaders analyze and describe the OE in terms of operational variables. Operational variables are those broad aspects of the environment, both military and nonmilitary, that may differ from one operational area to another and affect campaigns and major operations. (Refer to FM 3-21.20.)

1-21. These operational variables are easily remembered using political, military, economic, social, information, infrastructure, physical environment, and time (PMESII-PT). (Refer to ADP 3-0.) The variables are defined as follows:

- **Political.** This describes the distribution of responsibility and power at all levels of governance.
- **Military.** This includes the military capabilities of all armed forces in a given operational environment.
- **Economic.** This encompasses individual and group behaviors related to producing, distributing, and consuming resources.
- **Social.** This describes societies within an operational environment. A society is a population whose members are subject to the same political authority, occupy a common territory, have a common culture, and share a sense of identity.
- **Information.** Joint doctrine defines this as the aggregate of individuals, organizations, and systems that collect, process, disseminate, or act on information. (Refer to JP 3-13.)
- **Infrastructure.** This comprises the basic facilities, services, and installations needed for a society's functioning.
- **Physical environment.** This includes the geography and man-made structures in the operational area.
- **Time.** This is a significant consideration in military operations. Analyzing it as an operational variable focuses on how an operation's duration might help or hinder each side.

## MISSION VARIABLES

1-22. The operational variables are directly relevant to campaign planning; however, they may be too broad for tactical planning. Upon receipt of a warning order (WARNO) or mission, Army tactical leaders narrow their focus to six mission variables. Mission variables are those aspects of the OE that directly affect a mission. They outline the situation as it applies a specific Army unit. Mission variables are comprised of mission, enemy, terrain and weather, troops and support available, time available, and civil considerations (METT-TC). (Refer to ADP 3-0.) The variables are defined as follows:

- **Mission** is the task, together with the purpose, that clearly indicates the action to be taken and the reason therefore. (Refer to JP 1-02.) Commanders analyze a mission in terms of specified tasks, implied tasks, and his intent two echelons up.
- **Enemy** refers to the known enemy and other threats to mission success. These include threats posed by multiple adversaries with a wide array of political, economic, religious, and personal motivations.
- **Terrain and weather** are natural conditions that profoundly influence operations. Terrain and weather are neutral; they favor neither side unless one is more familiar with—or better prepared to operate in—the physical environment. For tactical operations, terrain is analyzed using the five military aspects of terrain: observation and fields of fire, avenues of approach (AA), key and decisive terrain, obstacles, and cover and concealment.
- **Troops and support available** are the number, type, capabilities, and condition of available friendly troops and support. These include resources from joint, interagency, multinational, host-nation, commercial (via contracting), and private organizations. It also includes support provided by civilians.
- **Time available** is critical to all operations. Controlling and exploiting it is central to initiative, tempo, and momentum. By exploiting time, commanders can exert constant pressure, control the relative speed of decisions and actions, and exhaust enemy forces.
- **Civil considerations** reflect how the man-made infrastructure, civilian institutions, and attitudes and activities of the civilian leaders, populations, and organizations within an area of operations influence the conduct of military operations. (Refer to ADP 3-0.) Civil considerations are comprised of areas, structures, capabilities, organizations, people and events (ASCOPE).

## THREATS

1-23. Threats facing U.S. forces vary. Threats are not always enemy forces dressed in uniforms easily identifying them as foes, aligned on a battlefield and opposite our forces. Threats are nation-states, organizations, people, groups, conditions, or natural phenomena able to damage or destroy life, vital resources, or institutions.

1-24. Threats are described in the four major categories or challenges of: traditional, irregular, catastrophic, and disruptive. While helpful in describing the threats the Army is likely to face, these categories do not define the nature of the adversary. Adversaries may use any and all of these challenges in combination to achieve the desired effect against the United States. (Refer to ADP 3-0.) Threat categories are:

- **Traditional.** States employing recognized military capabilities and forces in understood forms of military competition and conflict.
- **Irregular.** Opponent employing unconventional, asymmetric methods and means to counter traditional U.S. advantages.
- **Catastrophic.** Enemy that involves the acquisition, possession, and use of weapons of mass destruction and effects.
- **Disruptive.** Enemy using new technologies that reduce U.S. advantages in key operational domains.

## Hybrid Threats

1-25. The term hybrid threat has recently been used to capture the seemingly increased complexity of operations and the multiplicity of actors involved. While the existence of innovative enemies is not new, today's hybrid threats demand that U.S. forces prepare for a range of possible threats simultaneously.

1-26. Hybrid threats are characterized by the combination of regular forces governed by international law, military tradition, and custom with irregular forces that are unregulated, and as a result, act with no restrictions on violence or targets for violence. This could include militias, terrorists, guerillas, and criminals. Such forces combine their abilities to use and transition between regular and irregular tactics and weapons. These tactics and weapons enable hybrid threats to capitalize on perceived vulnerabilities making them particularly effective. (Refer to ADP 3-0.)

## DECISIVE ACTION

1-27. A CAB operates in a framework of unified land operations. ADP 3-0 provides a discussion of decisive action which includes the elements of offensive, defensive, and stability or defense support of civil authorities conducted simultaneously.

1-28. Decisive action requires continuous, simultaneous combinations of offensive, defensive, and stability or defense support of civil authorities' tasks. The battalion must be prepared to conduct any combination of the following primary operations, either independently or as part of a larger force:

- **Offense.** The offense is the decisive element of decisive action. Although the fundamental role of the squadron is reconnaissance, cavalry units have historically performed offensive operations. In today's modular force, offensive missions are often conducted by the squadron in an economy of force role for its higher headquarters (HQ). (Refer to FM 3-20.96.)
- **Defense.** Defensive operations have several purposes: defeat or deter an enemy attack; gain time; achieve economy of force; retain key terrain; protect the populace, critical assets, and infrastructure; and develop intelligence. Defensive operations alone normally cannot achieve a decision. Rather, the goal is to develop conditions favorable for offensive operations, such as a counteroffensive that allows Army forces to regain the initiative. Defensive actions are also combined with, or followed by, other elements of decisive action based on the specific mission variables of the situation. (Refer to FM 3-20.96.)
- **Stability.** The CAB is well suited to support stability operations because they are trained, equipped, and organized to command and control assets and acquire the information needed to solve complex problems. The scope of the battalion's capabilities provides the higher commander with vital options to meet stability-related operational requirements in his area of operation (AO). (Refer to FM 3-20.96.)
- **Defense support of civil authorities.** Defense support of civil authorities includes tasks and missions that address the consequences of natural or man-made disasters, accidents, terrorist attacks, and incidents in the U.S. and its territories. Army forces conduct defense support of civil authorities operations when the size and scope of events exceed the capabilities or capacities of domestic civilian agencies. The ARNG is usually the first military force to respond on behalf of state authorities; however, the scope and level of destruction may require states to request assistance from federal authorities, including the Active Army. (Refer to FM 3-20.96.)

1-29. The simultaneous conduct of decisive action requires careful assessment, prior planning, and unit preparation as commanders shift their combinations of decisive action. (Refer to ADP 3-0.)

## MISSION-ESSENTIAL TASK LIST

1-30. A METL is a list of collective tasks a unit must perform successfully to accomplish its doctrinal or directed mission. (Refer to FM 7-0.)

1-31. To meet the demands of unified land operations, Headquarters, Department of the Army (HQDA) has standardized METL for brigades and above. This standardization ensures that like units deliver the same capabilities and gives the Army the strategic flexibility to provide trained and ready forces to operational-level commanders. A copy of the heavy brigade combat team's (HBCTs) METL is located in appendix B.

## **MISSION-ESSENTIAL TASK LIST DEVELOPMENT PROCESS**

1-32. The METL does not change between home station and theater. The mission-essential tasks (METs) trained in preparation of deployment are the same tasks the unit expects to perform when deployed. What can change are the collective tasks that support the METL based on assigned missions or out-of-design requirements. The battalion commander and staff manage their unit training towards proficiency in these collective tasks. Training management, like the operational process, uses the planning, preparation, execution, and assessment process steps (training management).

1-33. Battalions and companies nest their METLs with their higher unit. Battalion and company METLs are collective tasks that support their higher unit METL.

## **BATTALION MISSION-ESSENTIAL TASK LIST DEVELOPMENT PROCESS**

1-34. The battalion commander determines which collective tasks are needed to train to support the brigade METL. The commander's analysis starts with the brigade's list of collective tasks and METL development guidance. Commanders must include their subordinate commanders in the task review process. Based on the commander analysis and identification of collective tasks, he nests his unit's METL with the brigade's METL.

1-35. The commander determines the following at the completion of METL development:

- Which collective tasks are needed to support the brigade METL.
- An assessment of the unit's METL and collective tasks.
- Which collective tasks are not needed and the associated risk in not training those tasks to a trained (T) level or lesser standard.
- The OE identified by the brigade, and those conditions under which the unit will train.
- Scarce and unique resources not normally available that might be required for training.
- Expertise outside the battalion that may be required for training.
- Key challenges to training readiness.
- Expectations for the development and execution of the training plan (training management).

## **Conduct Commander's Analysis**

1-36. The commander initiates the METL development process with an analysis of the BCT METL and associated collective tasks, the BCT METL development guidance, and/or the Training Leader Development Guidance (TLDG) for either the higher HQ or the functional brigade HQ. The commander then identifies—

- The collective tasks the unit will train.
- Those collective tasks the unit will not train, and the risk for not training.
- The unit collective tasks nested with the brigades METL.
- An estimate of the time required to train to a "T" on selected tasks.
- The conditions in which to train.
- Any scarce or unique resources required to train.

1-37. The commander is prepared to conduct a dialog with the brigade commander (training management) upon completion of his analysis.

1-38. There are three parts to this process:

- Identify the collective tasks to train.
- Identify the conditions.
- Identify resources needed for training.

### **Identifying the Collective Tasks to Train**

1-39. Battalion commanders gather and analyze several sources to identify collective tasks that support the capabilities identified in the brigades' METL development guidance. The sources of these collective tasks can be found in the unit task list located in—

- Digital training management system (DTMS).
- Combined Arms Training Strategy (CATS).

1-40. The battalion commander can then build a composite list of all the collective tasks that support the brigade's list of collective tasks to train from the brigade's METL development process. After detailed analysis, the commander determines what the battalion's METL and supporting collective task list will be. These collective lists become the battalion training focus. The commander also identifies the tasks he will not train.

1-41. After identifying the collective tasks, the commander assesses the unit's proficiency in each collective task using—

- T-trained.
- P-needs practice.
- U-untrained.

1-42. The commander then determines the time it will take to train his unit to "T" proficiency (training management).

1-43. The battalion commander conducts an assessment of the collective tasks to determine current proficiency, and considers factors such as personnel, time, training meetings, observations, or as noted in DTMS in his assessments. The training and evaluation outlines (T&EO) within DTMS provide prerequisite tasks and performance steps to help commanders and subordinate leaders assess the unit's proficiency in each task. During this process it is important to involve subordinate commanders and leaders through bottom-up feedback. .

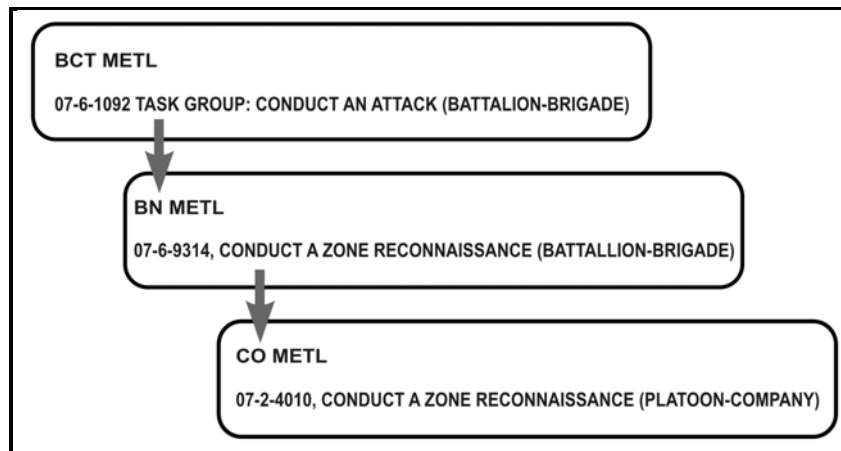
1-44. The results of the analysis are a vital part of the METL development guidance he provides to subordinate units which ensures:

- The subordinate units identify the collective tasks their units support based on the battalion mission and the battalion list of collective tasks it trains.
- Subordinate commanders initiate their own METL development.
- The battalion commander understands the risks of not training some collective tasks associated with the unit METL.

1-45. The battalion commander then must make an estimate of the time it will take to train the unit's collective tasks to proficiency.

1-46. An example of how tasks support each echelon is shown in figure 1-1. The BCT METL contains a task group (a set of related collective tasks that support a specific aspect of a mission), 07-6-1092, Conduct an Attack. The battalion has to be proficient in the collective Task 17-6-9314, Conduct a Zone Reconnaissance (Battalion-Brigade), to successfully support the BCT during Conduct an Attack. The Infantry company, in turn, must be proficient in the collective Task 17-2-4010, Conduct a Zone Reconnaissance (Platoon-Company), in support of the battalion, and the BCT.





**Figure 1-1. Collective tasks supporting higher unit METLs.**

### Identifying the Conditions

1-47. Battalion commanders should analyze and evaluate all theater and area-specific guidance, including METL/BCT commander TLDG, and METL development guidance that describe their area of operations.

1-48. One of the outcomes of identifying the conditions is that the commander has a thorough understanding of the conditions the battalion needs to replicate during training (for example, urban or restricted terrain or extensive lines of communications [LOCs]).

1-49. Another outcome of this step is the analysis of the battalion's anticipated operational and mission variables (training management).

### Identifying the Resources Needed for Training

1-50. Battalion consider the collective tasks to be learned, an assessment of the squadron's METL, and the conditions in which the unit will train to identify the resources needed for training their unit. These resources are evaluated to determine if they are categorized as scarce and/or unique. Obtaining scarce and/or unique resources may require assistance from the higher commander. Examples of scarce or unique resources include, but are not limited to an urban operations (UOs) training site and vehicle simulators. The commander also considers expertise within or outside the battalion to determine if they need assistance training any of the battalion's subordinate units. Identifying the resources early in the process gives the commander and his staff time for arranging resources or finding alternatives (training management).

### COMMANDER'S DIALOG

1-51. The next higher commander approves the combined arms battalion METLs. The approval normally occurs during the commander's dialog. The commander's dialog is a professional discussion between higher and lower commanders that sets the expectations for developing a training plan. (Refer to FM 7-0.)

1-52. The battalion commanders' dialog is the culminating point of the METL development process. In general this event—

- Is conducted face to face; through video teleconferencing; or via telecom, teleconference, or other means to discuss the training issues.
- Sets expectations for battalion training.
- Identifies any unit training readiness problems or risks.
- Enables commanders to achieve mutual understanding.
- Sets expectations for the development of the long range training plan (anchored in CATS).
- Identifies the training risks for the battalion for those tasks not trained.

1-53. Upon completion of the dialog, the battalion commander and staff have the necessary products to publish the battalion METL and begin the development of a training plan, which includes—

- Collective tasks and their assessment from the battalion.
- Conditions the battalion needs for training.
- Any scarce or unique resources required.
- Risks involved by not training some tasks.
- Estimated time to train to proficiency.
- Key challenges to unit readiness.

### PLANNING TRAINING

1-54. Training is formally planned at company and above levels. Training plans take the collective tasks to train and the assessment of proficiency in those tasks and translate them into training events based on the commander's visualized end state. Two types of training plans exist:

- Long-range.
- Short-range.

1-55. Commanders continuously assess the status (manning, equipping, and training) of the unit during training and modify the long-range training plan to build unit cohesion and achieve required METL proficiency as they move through the ARFORGEN force pools. (Refer to FM 7-0.)

### ARMY FORCE GENERATION

1-56. The ARFORGEN is a process that progressively builds unit readiness over time during predictable periods of availability to provide trained, ready, and cohesive units prepared for operational deployments. (Refer to FM 7-0.)

1-57. The ARFORGEN drives training management within the Army. (Refer to FM 7-0.) Training management is the process used by Army leaders to identify training requirements and subsequently plan, prepare, execute, and assess training. Army training management provides a systematic way of managing time and resources and of meeting training objectives through purposeful training activities.

1-58. The Army prepares and provides campaign capable, expeditionary forces through ARFORGEN. ARFORGEN applies to Regular Army, Reserve Component, ARNG, and U.S. Army Reserve units.

1-59. Army force generation takes each unit through a three-phased readiness cycle (known as pools): reset, train/ready, and available. These pools provide the framework for the structured progression of increased readiness in ARFORGEN. (Refer to FM 7-0.)

- **Reset force pool.** Battalions enter the reset force pool when they redeploy from long-term operations or complete their window for availability in the available force pool. Active Army units will remain in the reset force pool for at least 6 months and USAR units will remain in the reset force pool for at least 12 months. Battalions in the reset force pool have no readiness expectations.
- **Train/ready force pool.** A battalion enters the train/ready force pool following the reset force pool. The train/ready force pool is not of fixed duration. Battalions in the train/ready force pool will increase training readiness and capabilities as quickly as possible, given the resources availability. Battalions may receive a mission to deploy during the train/ready force pool.
- **Available force pool.** Battalions in the available force pool are at the highest state of training and readiness capability and are ready to deploy when directed. The available window for availability for this pool is 1 year.

1-60. Battalions move from the available force pool to the reset force pool following a deployment or the end of their designated window of availability.

1-61. Some key components of the ARFORGEN process that combined arms battalion commanders may consider regarding training include:

- **Contingency expeditionary force/deployment expeditionary force.** When beginning the ARFORGEN process, battalions are designated either as a contingency expeditionary force (CEF) or a deployment expeditionary force (DEF). Training objectives and events are planned IAW the unit designation.
  - Contingency expeditionary force units are remaining (not deployed) available force pool units, task organized to meet operational plans and contingency requirements. These forces are capable of rapid deployment but are not yet alerted to deploy (AC) or alerted for mobilization (RC). CEF forces will transition into DEF(s) if alerted.
  - Deployment expeditionary force units are task organized units designed to execute planned operational requirements and those currently executing deployed missions to include homeland defense and homeland security.
  - Reserve component units in DEFs are sourced against future requirements, have been alerted for mobilization, or are currently mobilized.
- **Use of aimpoints.** ARFORGEN aimpoints are readiness benchmarks, established at specified points in time that enable leaders to meter and monitor effective collective training, ensuring units are ready to execute contingencies and operational missions.
- **Progressive training.** The ARFORGEN process progressively builds unit readiness over time during predictable periods of availability to provide trained, ready, and cohesive units prepared for operational deployments.
- **Multiechelon training.** Sequential training programs successively train each echelon from lower to higher. However, limited resources, such as time, often prevent using sequential training programs. Therefore, commanders structure each training event to take full advantage of multiechelon and concurrent training.
- **Surge.** The “surge force” is defined as selected CEF units designated for emergency or contingency operations. Deploying units from the train/ready force pool constitute a surge. A CAB will deploy when directed, or if not directed to deploy, the battalion will continue to train on METL, or as directed.

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*Note.* For more information on planning, refer to FM 7-0.

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## TRAINING PRODUCTS

1-62. Battalion commanders determine a training strategy for their unit and prepare training plans that enable the unit to be ready within the ARFORGEN process. Commanders develop training plans that enable them to attain proficiency in the mission-essential tasks needed to conduct decisive action under conditions in the operational environment.

1-63. There are several training products available that the battalion commander can use to train his unit to METL proficiency based on the readiness requirements. Each of these training enablers have been designed and developed within TRADOC to fill specific training needs of the battalion. Commanders should consider the use of LVCG when considering these training enablers. The training enablers listed below can be used throughout the training process of planning, preparation, execution, and assessment of unit training:

- Collective tasks and individual tasks.
- Unit task list.
- Combined arms training strategy.
- Warfighter training support packages.

1-64. These training products are linked by how they are used in training Soldiers, individually and collectively. Individual tasks are performed by individual Soldiers, and can include leader tasks as well. Collective tasks are performed by teams or units in order to accomplish a mission or function. The UTL is a

grouping of collective tasks a unit can be expected to perform based upon its table of organization and equipment (TOE). Combined arms training strategies detail training events designed for specific units to train on their METL. Warfighter training support packages (WTSPs) are assembled products and materials that units can use during training events to achieve proficiency on their METL.

### INDIVIDUAL AND COLLECTIVE TASKS

1-65. Both individual and collective tasks are performed during unit training to assess the proficiency of individuals and groups on their ability to perform the tasks to standard.

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**Note.** This TC focuses on collective tasks and how they are used to support unit training, and will address individual tasks minimally.

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#### Individual Tasks

1-66. An individual task is a clearly defined, observable, and measurable activity accomplished by a single Soldier. It is the lowest behavioral level in a job or duty that is performed for its own sake. An individual task supports one or more collective tasks or drills and often supports another individual task. Individual tasks can consist of both leader and staff tasks.

- **Leader tasks.** An individual task (skill level 2 or higher) a leader performs that is integral to the performance of a collective task.
- **Staff tasks.** A clearly defined and measurable activity or action performed by a staff (collective) or a staff member (individual) of an organization that supports a commander in the exercise of unit mission command.

#### Collective Tasks

1-67. A collective task is a clearly defined, observable, and measurable activity or action that requires organized team or unit performance, leading to the accomplishment of a mission or function. Collective task accomplishment requires the performance to standard of supporting individual or collective tasks.

1-68. There are two types of collective tasks:

- **Shared.** A shared collective task is performed by more than one type unit, such as Infantry and Armor, or different echelon/TOE units within a single proponent's authority, such as an Infantry battalion performing the same task that is carried out on the BCT level. Since the task, conditions, standards, task steps, and performance measures of shared collective tasks do not change, the collective task is trained and performed in the same way by all units that "share" the task. An example of a shared collective task would be, Task 71-8-2210, Perform Intelligence Preparation of the Battlefield (Battalion-Corps), which can be conducted by organizations from battalion to corps level (such as a CAB or a BCT).
- **Unique.** A unique collective task is a clearly defined, unit-specific collective task. For a collective task to be classified unique, no other unit or proponent (such as Infantry or engineers) may have the capability or requirement to perform the task. The designated proponent is solely responsible for the development and maintenance of a unique collective task. An example of a unique collective task is Task 07-6-1154, Conduct an Airborne Assault (which is a unique task performed to standard by an Airborne-qualified battalion or brigade).

1-69. Collective tasks are primarily performed in the operational domain, so the emphasis is on unit performance. Each collective task contains information that includes:

- **Assessment information.** Commanders and staffs can review the measures of performance and measures of success and whether the battalion performed those previously and what the assessment was when performed. If an assessment was conducted, this assessment can provide needed information advising if the unit has performed the tasks and is considered trained, partially trained, or untrained.

- **General information.** This includes task title and warfighting function.
- **Task data.** This includes conditions and standards.
- **Task attributes.** This includes whether the task is trained at night, under mission-oriented protective posture (MOPP) conditions, and the task steps.
- **Supporting information.** This includes products/references, individual tasks, drills, and collective tasks, as well as the prerequisite collective tasks.

## UNIT TASK LISTS

1-70. Unit task lists (UTLs) are a product of mission analysis, which identifies all of the collective tasks (shared and unique) that a unit is organized, manned and equipped to conduct. The UTL is produced for each unit with a TOE/modified TOE, or table of distribution and allowance.

1-71. A mission analysis reviews unit missions from which the entire set of collective tasks (UTL) is derived. A training developer creates the UTL by linking collective tasks to those missions identified on the TOE. This process ensures that units train the appropriate tasks to required proficiency levels. The UTL provides the baseline for a unit CATS.

1-72. Battalions report readiness on their METL. Readiness is adapted to ARFORGEN training time and the Chief of Staff of the Army's training guidance. TRADOC's training products align these requirements by narrowing the UTL to tasks required for the CAB to achieve proficiency in its missions. (Refer to AR 220-1.)

## Unit Task List Locations

1-73. An assembled UTL is located in appendix A. This is an example of a recommended list containing the tasks that may support a battalion METL and can be used by the battalion commander in training management.

1-74. The CAB may access and manage the squadron UTL from within the Digital Training Management System (DTMS). The DTMS allows the squadron to conduct mission and METL development, training planning and management, and track unit training by implementing the doctrine, tactics, techniques, and procedures outlined in FM 7-0 and ATN.

## COMBINED ARMS TRAINING STRATEGY

1-75. The CATS is the Army's overarching strategy for the current and future training of the force. It describes how the Army will train the total force to standard in the institution, unit, and through self-development. It also identifies, quantifies, and justifies the training resources required to execute the training. Unit CATS are built using the unit missions and the UTL, are designed to reflect the METL, and can be executed using WTSPs.

1-76. Mission training plans (MTPs) have been replaced with CATS, which provide a crawl-walk-run training path with recommendations of what, who and how to train. The CATS support the unit METL training and readiness reporting and are synchronized with ARFORGEN. The primary users of the CATS at the battalion level are the unit commanders and staffs.

## Types of Combined Arms Training Strategy

1-77. The CATS are based on the unit's TOE mission that supports the METL employment, capabilities, and functions. There are two types of CATS: unit and functional.

### *Unit Combined Arms Training Strategy*

1-78. Unit CATS are TOE based and unique to a unit type. Unit CATS development considers organizational structure, METL, and doctrine to organize the unit's collective tasks in a strategy that provides a path for achieving task proficiency.

1-79. Every CATS consists of a menu of task selections that provide a base strategy for unit commanders to plan, prepare, and assess training to provide a flexible training strategy. A CATS is also designed to train a capability with supporting training events and resources. The events are designed to be trained in a logical sequence, starting with the lowest echelon or staff level, and adding echelons or staff sections as the events get progressively more complex. The culminating, or run event, for a CATS is usually the highest level event designed to train and/or evaluate the entire unit.

1-80. Unit CATS provide commanders a training strategy from which they develop their unit training plan to achieve collective task proficiency and support the reporting of training readiness. They integrate Department of Army (DA)-required METL readiness reporting as well as support the ARFORGEN phases. These strategies are flexible and are not intended to constrain commanders, but rather provide them with a menu of core mission and capabilities-based training events. They provide commanders with a method to train all tasks that a unit is designed to perform and estimate the required resources to support event-driven training. Unit CATS provide commanders with tools to plan, prepare for, and evaluate unit training.

### ***Functional Combined Arms Training Strategy***

1-81. Functional CATSs address a functional capability common to multiple units and echelons. Functional CATSs supplement unit CATSs. They may be based on missions or functions performed by most units that are not unique to a specific unit type, or they may be developed to train warfighting functions or operational themes that were not incorporated into unit CATSs. Two examples of functional CATSs are mission command (currently listed in CATSs as command and control), and force protection. Functional CATSs contain most of the same data elements as unit CATS.

### **Task Selections**

1-82. Battalion commanders and staffs can utilize task selections; grouped collective tasks together within CATS. CATS developers determine which collective tasks should be logically trained together and place them in task selections. Task selections describe a specific capability/mission and include collective tasks that support developing that capability. It is recommended that a frequency of training schedule and the types of events that could be used should be included.

1-83. Task selections are usually trained utilizing a series of crawl-walk-run events. Using crawl-walk-run events provides options to commanders to accommodate training at the appropriate level of difficulty based on their training readiness assessment. Each event provides recommendations for who and how to train and resources required that support that training.

1-84. The commander can consolidate the collective tasks required to support the METs to help determine the time and resources required to train these tasks to proficiency. A matrix showing the CATS task selections used within the CAB that support the task groups of the unit's METL is located in appendix C.

1-85. Commanders and staffs review applicable task selections in CATS to develop select events that nest with externally directed events. Task selections also identify training gate events for key battalion training events. Additionally, CATS provides the recommended frequency and sequence for scheduling battalion training events.

### **Training Events**

1-86. The CATS organizes collective and individual tasks into standard Army training events that adhere to the principles of training mentioned earlier in this chapter.

1-87. Training events are the means to attaining METL proficiency, and CATS provides the foundation for success in the planning, preparation, execution, and assessment of training. Training events, such as brigade warfighter exercise, maneuver readiness exercises, new equipment training, deployment exercises, Exportable Combat Training Center or Maneuver Combat Training Center rotations, can be directed by higher HQ.

1-88. The battalion commander and staff can also develop training events internally, such as classes, sergeant's time training, field training exercises, situation training exercises (STXs), combined arms live fire exercises (CALFEXs), and command post exercises (CPXs). When using the crawl-walk-run training path provided with CATS, commanders can utilize the training gates developed for assessment of unit proficiency of each training event. (Refer to AR 350-28.)

1-89. The combined arms battalion commander may create different versions of unit training plans using CATS. A unit's progress through its training strategies is based on time available and the commander's assessment of task proficiency using the doctrinal process of assessing training, missions, and mission essential tasks while preparing or updating unit training plans.

#### **Combined Arms Training Strategy Locations**

1-90. The CATS is available digitally from both DTMS and the ATN. In digital format, CATS provides numerous links to training materials, which can assist the battalion commander, staff, and unit training managers to develop the commander's plan and to conduct training.

#### **WARFIGHTER TRAINING SUPPORT PACKAGE**

1-91. The WTSP is a complete, stand-alone, exportable training package integrating training products and materials needed to train one or more critical collective tasks and supporting critical individual tasks (including leader and staff). WTSPs are task-based information packages that provide structured situational training scenarios for LVCG units or institutional training.

1-92. Commanders use the HBCT WTSPs to assist in training their unit's METL. This is accomplished by basing the WTSP on a revised Caspian Sea scenario for differing echelons within the BCT. Each WTSP includes materials to support planning, preparing, executing and assessing training exercises at respective echelons.

#### **Using Warfighter Training Support Packages in Training Management**

1-93. The WTSP can aid the combined arms battalion commander and staff throughout the training management of their unit during various training exercises. The benefits of using WTSPs can range from providing the information needed in the development of the long-range training plans to providing recording and reporting information in after-action reviews that are focused on the battalion METL and supporting collective tasks.

1-94. The contents of a WTSP are shown in table 1-2. This example uses the HBCT WTSP, but each WTSP is configured the same way. The example HBCT WTSP is one of a set of WTSPs comprising the overall BCT series. The WTSP provides the material to support exercise planning, preparation, execution, and assessment. Each WTSP includes a total of five TSPs, a guide, and various tactical and support materials.

Table 1-2. Contents of the HBCT WTSP series

<i>TSP #</i>	<i>Exercise Type</i>	<i>HBCT TSPs</i>	<i>Higher HQ OPORD</i>
1	CPX JCATS	HBCT	Division
2		Combined Arms Battalion	HBCT
3		Reconnaissance Squadron	
4	STX VBS2	Combined Arms Battalion-Companies and Platoon TSP:	Combined Arms Battalion
		Mechanized Infantry Company	
		Armor Company	
		Battalion Scout Platoon	
		Battalion Mortar Platoon	
		Mechanized Infantry Platoon	Mechanized Infantry Company
Tank Platoon		Armor Company	
5		Reconnaissance Squadron-Troop and Platoon TSPs:	Reconnaissance Squadron
		Reconnaissance Troop	
		Reconnaissance Platoon	Reconnaissance Troop

1-95. The tactical materials for each WTSP provides higher HQ with operation orders (OPORDs) and fragmentary orders (FRAGOs) and are intended to drive the CAB's order development and planning process.

1-96. The BCT WTSPs are provided to assist commanders in the training of every reconnaissance, Armor and Infantry unit within the combined arms battalion. The WTSPs are built from the METL at the BCT level. When combined with CATS, WTSPs can help to attain METL proficiency through use of LVCG training.

### Warfighter Training Support Package Contents

1-97. All training products provided within the WTSP enable a structured training environment where certain events cause specific tasks, steps, or actions occur. Structured training includes specific feedback on the performance of these actions as well. This structured training is supported in details by the products within the WTSP. These products provide a good starting point for a commander to use in the planning, preparation, execution, and assessment of any training event. Explanations and examples of the content of the WTSP folder are:

- **Open first (guide).** An overview of the specific WTSP and the exercise planning (organization and support requirements), preparation, execution and assessment.
- **Tab A, METL.** A matrix relating each of the WTSP tasks to the echelons trained within each METL.
- **Tab B, small group exercises (SGEs).** Details about SGEs, such as information engagement, and other collective tasks.
- **Tab C, enemy operations.** Information providing guidance to the opposing forces for the exercises to include specific tasks.
- **Tab D, observer trainer guidance.** Guidance and briefing designed to provide an overview of the duties and responsibilities of the observers and trainers. Gives specifics of the observer's and trainer's responsibilities during each phase of the unit exercise and gives an overview of how observers and trainers collect data.



- **Tab E, Maneuver Control System (MCS) files.** Information regarding MCS graphics, including grid reference sheets and MCS Extensible Markup Language files. The graphics may be loaded into MCS by the CAB training elements for the exercise.
- **Tab F, CPX support requirements.** Information in matrix format of personnel, equipment, and petroleum, oil, and lubricants necessary to conduct the CPX.
- **Tab G, mission briefing.** Presentation detailing the mission used for the conduct of the CPX.
- **Tab H, master scenario events list (MSEL) options.** MSEL matrices detailing events occurring during the training missions.
- **Tab I, METL task summaries.** Task summaries of the METL tasks (as shown in Tab A matrix), which can be used to task performance criteria to support assessments of the CAB staffs and subordinate elements.
- **Tab J, TSP glossary.** List of terms used throughout the WTSP.
- **Tab K, brigade offense operations.** Offensive operations OPORD and annexes supporting the CPX.
- **Tab L, brigade defense operations.** Defensive operations OPORD and annexes supporting the CPX.
- **Tab M, brigade stability operations.** Stability operations OPORD and annexes supporting the CPX.

### Warfighter Training Support Package Locations

1-98. The WTSPs are exportable for use by the battalion.

1-99. The WTSPs are located within the MCoE Collective Training Branch website on Army Knowledge Online (AKO). To access this website:

- Log into AKO.
- Copy and paste the following web address (<https://www.us.army.mil/suite/grouppage/130823>) into the address bar.
- Select enter.
- When the MCoE Collective Training Branch home page opens, find the MCoE collective training documents, Heavy/Infantry/Stryker BCT WTSPs.
- Select desired WTSP.

## LIVE, VIRTUAL, CONSTRUCTIVE, AND GAMING TRAINING

1-100. Battalion commanders can use LVCG to enhance training, replicate battlefield conditions, balance resources, and sustain readiness. Commanders consider each of these to dictate the degree of simulation they plan for their unit during training events. Utilizing simulations within their unit training enables commanders to maximize many of the principles of training and to manage scarce resources.

### LIVE

1-101. Live training is training executed in field conditions using tactical equipment. It involves real people operating real systems.

1-102. Live training may be enhanced by training aids, devices, simulators, and simulations and tactical engagement simulation to simulate combat conditions. An example of live training is the use of the Multiple Integrated Laser Engagement System during the conduct of a STX as specified in both the CATS and WTSP.

### VIRTUAL

1-103. Virtual training is executed using computer-generated battlefields in simulators with the approximate characteristics of tactical weapon systems and vehicles. Virtual training is used to exercise motor control, decision making, and communication skills.

1-104. Sometimes called “human-in-the-loop training,” virtual training involves real people operating simulated systems. Trainees practice the skills needed to operate actual equipment, for example, flying an aircraft. An example of virtual training is the unit use of the Engagement Skills Trainer 2000 system to prepare the unit for live-fire exercise qualification and other training events.

### **CONSTRUCTIVE**

1-105. Constructive training uses computer models and simulations to exercise command and staff functions. It involves simulated people operating simulated systems.

1-106. Constructive training can be conducted by units from platoon through echelons above corps. Examples of constructive training include a CPX or the Battle Command Training Center utilizing the WTSP supported use of the Joint Conflict and Tactical Simulation (JCATS) System during battalion training.

### **GAMING**

1-107. Gaming is the use of technology employing commercial or government off-the-shelf, multigenre games in a realistic, semi-immersive environment to support education and training. The military uses gaming technologies to create capabilities to help train individuals and organizations.

1-108. Gaming can enable individual, collective, and multiechelon training. Gaming can operate in a stand-alone environment or be integrated with live, virtual, or constructive enablers. It can also be used for individual education. Employed in a realistic, semi-immersive environment, gaming can simulate operations and capabilities.

1-109. Gaming can also be used with live, virtual, and constructive training enablers. An example of gaming that is supported by the WTSP is the Virtual Battlespace 2 (VBS2) System, used as a mission rehearsal tool for Soldiers to practice tactics, techniques, and procedures prior to conducting an actual mission. The VBS2 system is tailored to train Soldiers at the company level and below but may be used at higher levels such as the battalion staff.

## Chapter 2

# Crosswalks and Outlines

This chapter provides the combined arms battalion commander and staffs with a METL crosswalk and the METL supporting collective task training and evaluation outlines (T&EOs). Each of these items can assist the commander and subordinate leaders with training within the CAB.

### SECTION I – METL CROSSWALK

2-1. The METL crosswalk matrix in table 2-1 is an example matrix developed by the MCoE, DOTD. This matrix can be used by battalion commanders, staff, and leaders as a format to create their own unique unit METL crosswalk.

2-2. The matrix consists of the METL for the CAB. The crosswalk highlights the task groups that support each MET. The collective tasks that support each task group are aligned on the left side of the matrix. A specific mission is trained by identifying the supporting collective tasks in the vertical column for that mission marked with an “X” in the box below the MET they support. Based on the proficiency of the unit, training can be focused on operational weaknesses.

**Table 2-1. Example CAB METL crosswalk**

Combined Arms Battalion, HBCT		METs and Task Groups						
		Attack		Defend	Security		Stability	
Task Number	Task Title	MTC	Deliberate Attack	Area Defense	Screen	Guard	Area Security	Establish Public Order & Safety
07-6-1072	Conduct a Movement to Contact (Battalion-Brigade)	X						
07-6-1092	Conduct an Attack (Battalion-Brigade)		X					
07-6-1181	Conduct an Attack in an Urban Area (Battalion-Brigade)		X					
07-6-1028	Conduct a Defense (Battalion-Brigade)			X				
07-6-1036	Conduct a Delay (Battalion-Brigade)			X				
07-6-1144	Conduct a Withdrawal (Battalion-Brigade)			X				
17-6-9225	Conduct a Screen (Battalion-Brigade)				X			

Table 2-1. Example CAB METL crosswalk (continued)

Combined Arms Battalion, HBCT		METs and Task Groups						
		Attack		Defend	Security			Stability
Task Number	Task Title	MTC	Deliberate Attack	Area Defense	Screen	Guard	Area Security	Establish Public Order & Safety
17-6-9222	Conduct a Guard (Battalion-Brigade)					X		
17-6-9406	Conduct Lines of Communication Security (Battalion-Brigade)						X	X
19-1-2007	Coordinate Convoy Security Operations						X	X
07-6-1272	Conduct Area Security (Battalion-Brigade)						X	X
07-6-1081	Conduct a Passage of Lines as a Passing Unit (Battalion-Brigade)	X	X					
07-6-1082	Conduct a Passage of Lines as a Stationary Unit (Battalion-Brigade)			X		X	X	
17-6-3809	Conduct Battle Handover (Battalion-Brigade)					X		
07-6-1107	Conduct a Relief in Place (Battalion-Brigade)				X	X	X	
07-6-6082	Conduct Mobility, Countermobility, and/or Survivability (Battalion-Brigade)	X	X	X		X	X	
07-6-1091	Conduct a Gap Crossing (Battalion-Brigade)	X	X					
07-6-1252	Conduct a Combined Arms Breach of an Obstacle (Battalion-Brigade)	X	X					
17-6-1007	Conduct ISR Synchronization and Integration (Battalion-Brigade)	X	X	X	X	X	X	X
71-8-2321	Develop the Intelligence, Surveillance, and Reconnaissance Plan (Brigade-Corps)	X	X	X	X	X	X	X
17-6-3004	Employ Fires (Battalion-Brigade)	X	X	X	X	X	X	X
07-6-5037	Conduct Consolidation (Battalion-Brigade)	X	X	X				
07-6-5082	Conduct Reorganization (Battalion-Brigade)	X	X	X				
63-1-4032	Coordinate LOGPAC Operations	X	X	X	X	X	X	X

Table 2-1. Example CAB METL crosswalk (continued)

Combined Arms Battalion, HBCT		METs and Task Groups						
		Attack		Defend	Security			Stability
Task Number	Task Title	MTC	Deliberate Attack	Area Defense	Screen	Guard	Area Security	Establish Public Order & Safety
71-8-5111	Conduct the Military Decision-Making Process (Battalion-Corps)	X	X	X	X	X	X	X
71-8-5131	Execute Tactical Operations (Battalion-Corps)	X	X	X	X	X	X	X
71-8-5142	Evaluate Situation or Operation (Battalion-Corps)	X	X	X	X	X	X	X
71-8-5334	Plan Public Affairs Operations (Battalion-Corps)						X	X
07-6-4000	Conduct a Civil Military Operation (Battalion-Brigade)						X	X
07-6-6073	Secure Civilians During Operations (Battalion-Brigade)						X	X
03-2-9224	Conduct Operational Decontamination	X	X	X			X	

## SECTION II – TRAINING AND EVALUATION OUTLINES

### INTRODUCTION

2-3. This section provides the CAB METL supporting collective tasks in the form of training and evaluation outlines (T&EOs). All T&EOs support CAB missions, and individual T&EOs may support multiple missions within decisive action.

2-4. **Error! Bookmark not defined.** The task outlines have multiple uses. Leaders and Soldiers within the CAB can use them as a reference on how to perform a task. Commanders and staff members may use them to identify subordinate unit supporting tasks. Observers or evaluators can use them to record and document the unit's task performance.

### STRUCTURE

2-5. Each T&EO provides the task conditions and standards. They also provide a series of task steps and performance measures that serve as a logical guide for performing the task. The task steps are generally sequential, but they may be performed concurrently, or even omitted, based on the mission variables of METT-TC. The unit's ability to accomplish the task steps and performance measures indicates whether or not it is executing the task to standard. Table 2-1 lists CAB METL tasks by CAB METs and task groups, with task title and numbers hyperlinked to that specific T&EO.

### FORMAT

2-6. Each T&EO displayed in this TC consist of the following:

- **Task.** This is a description of the action to be performed by the unit and provides the task number.

- **References.** These are in parentheses following the task number. The reference that contains the most information (primary reference) about the task is listed first.
- **Conditions.** The condition is a written statement of the situation or environment in which the unit is to perform the collective task.
- **Standards.** The standard states the performance criteria that a unit must achieve to successfully execute the task. This overall standard should be the focus of training and understood by every Soldier.
  - The trainer or evaluator determines the unit's training status using performance observation measurements (where applicable) and his judgment.
  - The unit must be evaluated in the context of the METT-TC conditions. These conditions should be as similar as possible for all evaluated elements. This will establish a common baseline for unit performance.
- **Task steps and performance measures.** This is a listing of actions that is required to complete the task. These actions are stated in terms of observable performance for evaluating training proficiency. The task steps are arranged sequentially along with supporting individual tasks and their reference. Leader tasks within each T&EO are indicated by an asterisk (\*). The performance measures that must be accomplished to correctly perform the task step are listed under each task step. If the unit fails to correctly perform one of these task steps to standard, it has failed to achieve the overall task standard.
  - Go/No-Go Column. This column is provided for annotating the unit's performance of the task steps.
  - When assessing training, evaluate each performance measure for a task step and place an "X" in the appropriate column.
  - A major portion of the performance measures must be marked a "Go" for the task step to be successfully performed.
- **Supporting collective tasks.** This is a clearly defined, discrete, and measurable activity, action, or event (for example, task) which requires organized or unit performance and leads to accomplishment of a mission.

### USE

2-7. The T&EOs can be used for many purposes. They may be used by an observer controller as an evaluation outline or by a commander as a training outline.

**TASK:** Conduct a Movement to Contact (Battalion-Brigade) (07-6-1072)  
(FM 3-90.6) (FM 3-21.20)

**CONDITIONS:** The brigade combat team (BCT) or battalion (BN) is conducting operations independently or as part of a higher headquarters (HQ) and has received an operations order (OPORD) or fragmentary order (FRAGO) to conduct a movement to contact. Higher headquarters (HQ) wants to develop the situation and establish or regain contact with the enemy. The order includes all applicable overlays and or graphics; area of operation (AO) boundaries; control measures; and criteria for subsequent tactical actions. The BCT/BN common operating picture (COP) is uncertain. All necessary personnel and equipment are available. The BCT/BN has established communications with higher, adjacent, subordinate and supporting elements. The unit is provided guidance by the rules of engagement (ROE) and may also have mission instructions such as a peace mandate, terms of reference, and status-of-forces Agreement (SOFA). Military, civilian, joint and multinational partners, and media may be in the operational environment (OE). Some iterations of this task should be performed during limited visibility. Some iterations of this task should be performed in mission-oriented protective posture 4 (MOPP4).

**STANDARDS:** The BCT/BN conducts a movement to contact in accordance with (IAW) the order or the higher HQ commander's guidance and or the BCT/BN standing operating procedures (SOP). The BCT/BN maintains security while focusing all efforts on finding the enemy. The BCT/BN is not surprised by the enemy. The security force locates and fixes the enemy, making contact with the smallest possible element. The BCT/BN commander develops the situation that allows selection and execution of the most advantageous maneuver option (attack, defend and maintain contact with the enemy, report and bypass, retrograde). The BCT/BN maintains contact with the enemy. The BCT/BN complies with the ROE, mission instructions, higher HQ order, and other special orders. All communication and reporting is in accordance with (IAW) applicable SOP.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>Plan</p> <ul style="list-style-type: none"> <li>* 1. The BCT/BN leaders gain and / or maintain situational understanding (SU) using available communications equipment, maps, intelligence summaries, situation reports (SITREPs), and other available information sources. Intelligence sources include human intelligence (HUMINT), signal intelligence (SIGINT), and imagery intelligence (IMINT) to include unmanned aircraft systems (UASs).</li> <li>* 2. The BCT/BN commander and staff receive an order or anticipate a new mission and begin the military decision-making process (MDMP). (Refer to Task 71-8-5110, Plan Operations Using the Military Decision-Making Process [Battalion-Corps] for further details.) They take the following actions: <ul style="list-style-type: none"> <li>a. Conduct a map reconnaissance.</li> <li>b. Update the joint common database and common operational picture (COP), providing current situational understanding (SU) to provide timely and accurate information for intelligence preparation of the battlefield (IPB) and the planning process.</li> <li>c. Conduct IPB; with emphasis on influencing factors. (Refer to Task 71-8-2210, Perform Intelligence Preparation of the Battlefield [Battalion-Corps] for further details).</li> <li>d. Develop a flexible scheme of maneuver integrating multiple decision points (DPs) and triggers into the plan based on probable engagement locations. Incorporate graphics and orders for dissemination to subordinate units. Take the following actions:</li> </ul> </li> </ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ol style="list-style-type: none"> <li>(1) Employ a reconnaissance force focused on finding the enemy by developing reconnaissance and surveillance (R&amp;S), and target acquisition effort.</li> <li>(2) Make contact with electronic means first (if possible). Make contact with the smallest force possible, consistent with protecting the force.</li> <li>(3) Task-organize the force and use movement formations that enable the BCT/BN to rapidly deploy and attack in any direction. (Refer to Task 71-8-5123, Task Organize for Operations [Battalion-Corps].) Organization as a minimum, includes:               <ol style="list-style-type: none"> <li>(a) Security Forces</li> <li>(b) Main Body</li> </ol> </li> <li>(4) Maintain the ability to mass fires rapidly in any direction.</li> <li>(5) Keep forces in formation within supporting distances of each other to facilitate a flexible response.</li> <li>(6) Integrate security to the front, flank, and rear of the BCT/BN.</li> <li>(7) Maintain contact once contact is made.</li> <li>(8) Enforce reliance on SOPs and drills to develop the situation and maintain tempo.</li> <li>(9) Develop a flexible scheme of maneuver since the location of the engagement with the enemy is not known.</li> <li>(10) Support the higher HQ commander's concept and intent.</li> <li>(11) Conduct reconnaissance operations to answer the commander's priority intelligence requirements (PIR) and report activity to develop the common operational picture (COP).</li> <li>(12) Determine the enemy's strength, disposition, and composition including reserves.</li> <li>(13) Determine size, location, and composition of obstacles and seeks bypasses or a breach site.</li> <li>(14) Determine enemy vulnerabilities.</li> <li>(15) Locate enemy positions and obstacles forward of the enemy's main defense along the unit's planned routes of advance.</li> <li>(16) Avoid mounted movement on terrain restricting maneuver (such as draws, ravines, narrow trails, or steep slopes).</li> <li>(17) Plan actions at known or likely enemy locations.</li> <li>(18) Plan methods for moving through and crossing dangerous areas.</li> <li>(19) Plan formations to be used and identify locations where the formation will likely change.</li> <li>(20) Plan actions and array of forces at the final objective or limit of advance.</li> <li>(21) Plan decision points (DPs) and criteria for execution of maneuver options that may develop during execution.</li> </ol>		



TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>(22) Ensure subordinate elements conduct parallel planning of the movement to contact upon receipt of the BCT/BN WARNO.</p> <p>(23) Plan contact with the enemy using the smallest unit appropriate to the situation. Take the following actions:</p> <ul style="list-style-type: none"> <li>(a) Plan for decentralized actions and small-unit initiative.</li> <li>(b) Employ multiple coordinated patrols to seek out and find the enemy.</li> </ul> <p>(24) Locate restrictive terrain and danger areas.</p> <p>e. Integrate and synchronize warfighting functions based on the mission variables of mission, enemy, terrain and weather, troops and support available, time available and civil considerations (METT-TC). Take the following actions:</p> <ul style="list-style-type: none"> <li>(1) Synchronize fires. <ul style="list-style-type: none"> <li>(a) Plan responsive and decentralize fires for each phase of the operation.</li> <li>(b) Plan targets based on known or suspected enemy locations and danger areas and to support future operations.</li> <li>(c) Refine targets based on the reconnaissance effort as the operation progresses.</li> <li>(d) Maximize the use of priority targets along the axis of advance.</li> <li>(e) Assign planned priority of fires to the advance guard to provide responsive fire support (FS) to the lead elements.</li> <li>(f) Position observers effectively and maximize the use of lead maneuver forces to call for fires. (Observers must understand the essential fire support tasks [EFSTs] for each phase of the operation.)</li> <li>(g) Synchronize the movement and positioning of artillery and mortars with the tempo of the unit and the FS requirements.</li> <li>(h) Use Advanced Field Artillery Target Data System (AFATDS) to plan concept of FS and coordinate for responsive indirect fire in support of all subordinate elements.</li> </ul> </li> <li>(2) Synchronize engineer support. Take the following actions: <ul style="list-style-type: none"> <li>(a) Task-organized engineer forces well forward to support potential breaching operations.</li> <li>(b) Allocate additional mobility assets and engineer forces to the advance guard.</li> <li>(c) Integrate obstacle intelligence (OBSTINTEL) requirements into the priority intelligence requirements (PIR) and reconnaissance plan.</li> <li>(d) Confirm immediate unit-wide dissemination of OBSTINTEL.</li> </ul> </li> </ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>(e) Confirm Terrain visualization products from the higher HQ terrain section's Digital Topographic Support System are available and distributed for planned breach sites, possible bypasses, defending enemy positions and/or key weapons, and friendly support-by-fire (SBF) positions.</p> <p>(f) Maintain the flexibility to mass engineers to breach significant obstacles.</p> <p>(g) Plan obstacle belts, obstacle control measures, and situational obstacles to support flank security. (Developed and adjusted obstacle locations and triggers for execution based on BCT/BN movement and enemy situation.)</p> <p>(h) Develop plans for the hand off of marked obstacles, lanes, and bypasses.</p> <p>(i) Plan the requirement for route maintenance, clearance, and repair, as required.</p> <p>(j) Identify required mobility tasks throughout the depth of the unit zone and or axis.</p> <p>(k) Plan mission command to rapidly shift priority of effort and or support in order to reinforce success or respond to a changing situation.</p> <p>(l) Plan scatterable mine (SCATMINE) systems for flank security and defense as required.</p> <p>(3) Synchronize air defense artillery (ADA) support, integrating short-range air defense (SHORAD) and high to medium altitude air defense (HIMAD) employment considerations through use of air defense and airspace management (ADAM)/brigade aviation element (BAE).</p> <p>(a) Coordinate process to disseminate early warning to all task force elements by FM voice communications.</p> <p>(b) Shift and reposition ADA assets based on the unit's movement, select maneuver option, and changes in the enemy air situation.</p> <p>(c) Plan adequate air defense of BCT/BN during movements through choke points, breach lanes, bridges, and restrictive terrain.</p> <p>f. Conduct risk management. (Refer to Task 71-8-5145, Conduct Composite Risk Management [Battalion-Corps]).</p> <p>Prepare</p> <p>* 3. The BCT/BN command and staff supervise their units in preparing for the movement to contact. They take the following actions:</p> <p>a. Refine the plan based on continuously updated intelligence.</p> <p>b. Conduct extensive reconnaissance.</p> <p>c. Conduct precombat checks.</p> <p>d. Preprogram unit task reorganization within digital systems.</p> <p>e. Coordinate with adjacent units.</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>f. Supervise and or inspected subordinate MDMP and troop-leading procedures to ensure planning and preparations are on track and consistent with the unit commander's intent. Key points for inspection include:</p> <ul style="list-style-type: none"> <li>(1) Actions on contact and courses of actions with all elements.</li> <li>(2) Actions to report and bypass an enemy force (based on the bypass criteria).</li> <li>(3) Transition into a maneuver option.</li> </ul> <p>g. Develop contingency plans.</p> <p>h. Conduct rehearsals during day and limited visibility if possible,</p> <p>i. Prepare to initiate contact or continue the movement to contact at night or other periods of limited visibility.</p> <p>Execute</p> <p>4. The BCT/BN execute cordon and search techniques. (Refer to Tasks 07-1-1018, Cordon and Search in Urban Terrain and 07-2-9051, and Cordon and Search [Platoon-Company].)</p> <p>5. The BCT/BN conduct search and attack technique. They take the following actions:</p> <ul style="list-style-type: none"> <li>a. Conduct reconnaissance activities and collect information to develop the situational template while remaining undetected.</li> <li>b. Specify where each subordinate element will operate, establish measures to consolidate elements before the attack, and establish fire control measures for each element.</li> <li>c. Plan the most likely locations of enemy base camps and logistics support.</li> <li>d. Designate a shaping and or decisive effort that enables the unit to maintain flexibility. Take the following actions: <ul style="list-style-type: none"> <li>(1) Designate the subordinate element most likely to make contact as the main effort and prepares to shift the main effort rapidly, as necessary.</li> <li>(2) Weigh the main effort with the reserve, priority of fires, and other available assets.</li> </ul> </li> <li>f. Sustainment elements support the main effort while remaining responsive to the rest of the BCT/BN.</li> <li>g. Fix the enemy, and conduct one of the following: <ul style="list-style-type: none"> <li>(1) Block enemy escape and or reinforcement routes, maintains contact, isolates and fixes the enemy for the finishing force to attack.</li> <li>(2) Conduct an attack. (The fixing force attacks only if that action meets the commander's intent). (Refer to Task 07-6-1192 Conduct an Attack [Battalion-Brigade].)</li> <li>(3) Maintain surveillance. The fixing force employs stealth techniques, avoid detection, and reports enemy order of battle and activities.</li> <li>(4) Employ indirect fire or close air support (CAS) to destroy the enemy (the BCT/BN may establish an area ambush and use indirect fire and or CAS to direct enemy movements into the ambush area).</li> </ul> </li> </ul>		

## Chapter 2

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>(5) Delays, IAW the commander's intent. (Refer to Task 07-6-1036 Conduct a Delay [Battalion-Brigade] for further details.)</p> <p>Assess</p> <p>* 6. The BCT/BN leaders assess the operation and direct adjustments to ensure that operations remain aligned with the commander's intent.</p> <p>7. The BCT/BN complies with ROE.</p> <p>8. The BCT/BN consolidates as necessary. (Refer to Task 07-6-5037, Conduct Consolidation.)</p> <p>9. The BCT/BN reorganizes as necessary. (Refer to Task 07-6-5082, Conduct Reorganization.)</p> <p>10. The BCT/BN continues operations as directed.</p> <p>“*” indicates a leader task step.</p>		

### SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
07-1-1018	Cordon and Search in Urban Terrain
07-2-9051	Cordon and Search (Platoon-Company)
07-6-1028	Conduct a Defense (Battalion-Brigade)
07-6-1092	Conduct an Attack (Battalion-Brigade)
07-6-1100	Conduct a Bypass (Battalion-Brigade)
07-6-1262	Conduct an Air Assault (Battalion-Brigade)
07-6-1272	Conduct Area Security (Battalion-Brigade)
07-6-5037	Conduct Consolidation (Battalion-Brigade)
07-6-5082	Conduct Reorganization (Battalion-Brigade)
71-8-2210	Perform Intelligence Preparation of the Battlefield (Battalion-Corps)
71-8-2300	Perform Intelligence, Surveillance, and Reconnaissance (Battalion-Corps)
71-8-5110	Plan Operations Using the Military Decision-Making Process (Battalion-Corps)
71-8-5123	Task Organize for Operations (Battalion-Corps)
71-8-5145	Conduct Composite Risk Management (Battalion-Corps)

**TASK:** Conduct an Attack (Battalion-Brigade) (07-6-1092)

(FM 3-90.6)

(FM 3-21.20)

(FM 3-90.5)

**CONDITIONS:** The brigade combat team (BCT) or battalion (BN) is conducting operations independently or as part of a division or Army forces and receives an operation order (OPORD) or fragmentary order (FRAGO) to conduct an attack at the location and time specified. The order includes all applicable overlays and or graphics. The order includes the BCTs/BNs area of operation (AO), control measures (phase lines [PL], line of departure [LD], line of contact [LC] and an axis of advance). All necessary personnel and equipment are available. The BCT/BN has communications with higher, adjacent, subordinate, and supporting elements. The BCT/BN is providing guidance on the rules of engagement (ROE). Military, civilian, joint and multinational partners, and news media may be present in the operational environment (OE). Some iterations of this task should be conducted during limited visibility conditions. Some iterations of this task should be performed in mission-oriented protective posture (MOPP) 4.

**STANDARDS:** The BCT/BN conducts the attack in accordance with (IAW) the standing operating procedures (SOP), the order, and/or higher commander's guidance. The BCT/BN gains and maintains contact with the enemy force. The BCT/BN fully employs all available combat power to isolate and destroy the enemy force. The BCT/BN complies with the ROE.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>Plan</p> <ul style="list-style-type: none"> <li>* 1. The BCT/BN commander and staff plan the mission.</li> <li>* 2. The BCT/BN leaders gain and/or maintain situational understanding (SU) using available communications equipment, maps, intelligence summaries, situation reports (SITREPs), and other available information sources. Intelligence sources include human intelligence (HUMINT), signal intelligence (SIGINT), and imagery intelligence (IMINT) to include unmanned aircraft systems (UAS).</li> <li>* 3. The BCT/BN commander and staff receive an order or anticipate a new mission and begin the military decision-making process (MDMP). (Refer to Task 71-8-5110, Plan Operations Using the Military Decision-Making Process [Battalion–Corps].) They take the following actions:               <ul style="list-style-type: none"> <li>a. Conduct a map reconnaissance.</li> <li>b. Update the joint common database and common operational picture (COP), provide current SU to disseminate timely and accurate information for intelligence preparation of the battlefield (IPB) and the planning process.</li> <li>c. Conduct IPB. (Refer to Task 71-8-2210, Perform Intelligence Preparation of the Battlefield [Battalion–Corps].)</li> <li>d. Organize the unit to accomplish the mission. (Refer to Task 71-8-5123, Task Organize for Operations [Battalion–Corps].) Take the following actions:                   <ul style="list-style-type: none"> <li>(1) Designate the decisive point. Take the following actions:                       <ul style="list-style-type: none"> <li>(a) Assign the decisive operation to the element with enough combat power to accomplish its assigned task.</li> <li>(b) Ensure all available resources are focused to support the main effort of each phase of the operation.</li> <li>(c) Attach protection elements such as engineers in direct support.</li> </ul> </li> </ul> </li> </ul> </li> </ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> <li>(d) Assign priority of fires (artillery and mortars) or nonlethal effects and priority of targets.</li> <li>(e) Narrow the scope of the decisive operation responsibility in terms of geographical area or specified tasks.</li> <li>(2) Designate shaping efforts by:</li> <li>(3) Designating a breach element, as required.</li> <li>(4) Designating an assault element, as required.</li> <li>(5) Designating a reserve as necessary and/or as directed to:               <ul style="list-style-type: none"> <li>(a) Size the reserve to defeat the enemy's counterattack forces.</li> <li>(b) Determine this does not weaken the decisive operation by constituting the reserve.</li> </ul> </li> <li>(6) Designating a support element, as required.</li> <li>e. Integrate and synchronize warfighting functions based on the mission variables of mission, enemy, terrain and weather, troops and support available, time available, and civil considerations (METT-TC).               <ul style="list-style-type: none"> <li>(1) Synchronize fires. Take the following actions:                   <ul style="list-style-type: none"> <li>(a) Plan targets to protect assaulting troops by suppressing, neutralizing, and destroying enemy direct fire weapons.</li> <li>(b) Plan fires on all known and potential enemy positions and to isolate the objective.</li> <li>(c) Plan obscuration fires as required. METT-TC dependent.</li> <li>(d) Plan deception fires to deceive the enemy, as necessary.</li> <li>(e) Plan fires to support the reconnaissance effort.</li> <li>(f) Plan fires beyond the objective to support a hasty attack or defense.</li> <li>(g) Plan fires in support of the approach to the objective in order to engage enemy security forces, neutralize bypassed enemy combat forces, and screen friendly forces.</li> <li>(h) Plan and coordinate indirect fires and/or close air support (CAS) to delay or neutralize repositioning enemy forces and reserves.</li> <li>(i) Plan locations of critical friendly zones (CFZ) to protect critical actions such as support forces, breaching efforts, artillery assets, and prevent fratricide.</li> <li>(j) Plan fires against enemy reinforcements during the attack and to support friendly consolidations once the objective has been seized.</li> <li>(k) Plan fires for the leading elements.</li> <li>(l) Plan preparation fires, when required, to weaken the enemy's resistance through disrupting, destroying, or damaging his defense.</li> </ul> </li> <li>(2) Synchronize engineer support. Take the following actions:</li> </ul> </li> </ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>(a) Coordinate terrain visualization products from higher HQ and ascertain that they are available and distributed for the point of penetration, planned breach sites, possible bypasses, defending enemy positions or key weapons, and friendly support by fire (SBF) positions.</p> <p>(b) Integrate obstacle intelligence (OBSTINTEL) requirements into the priority intelligence requirements (PIR) and reconnaissance plan.</p> <p>(c) Confirm OBSTINTEL receives immediate unit-wide dissemination, including supporting protection and sustainment units.</p> <p>(d) Identify required mobility tasks throughout the depth of the unit zone or axis.</p> <p>(e) Determine breach site location and required number of breach lanes based on the scheme of maneuver, actions on the objective, and the size of the assault force, as required.</p> <p>(f) Plan adequate mission command to rapidly shift priority of effort and support in order to reinforce success or respond to a changing situation.</p> <p>(g) Plan scatterable mine (SCATMINE) systems for flank security and hasty defense, as required.</p> <p>(3) Plan and coordinate air defense (AD) support (if support has been provided by higher HQ) by:</p> <p>(a) Coordinating adequate AD of the unit during movement to and actions on the objective.</p> <p>(b) Shifting assets as required by phase of the operation.</p> <p>(c) Planning for increased AD coverage of areas where the unit is most vulnerable to air attacks, such as during breaching operations or movements through restrictive terrain.</p> <p>f. Conduct risk management. (Refer to Task 71-8-5145, Conduct Composite Risk Management [Battalion–Corps].)</p> <p>* 4. The BCT/BN commander and staff conduct confirmation briefings with subordinates immediately after OPORD was issued to ensure subordinates understood commander's intent and concept.</p> <p>Prepare</p> <p>5. The BCT/BN prepare for the mission. They take the following actions:</p> <p>a. Refine the plan based on continuously updated intelligence.</p> <p>b. Conduct extensive reconnaissance and surveillance. Take the following actions:</p> <p>(1) Determine the enemy's strength and disposition.</p> <p>(2) Determine composition, disposition, and strength of enemy forces along a flank or at an area selected for penetration.</p> <p>(3) Determine composition, disposition, and strength of security forces, reserve forces, defending combat formations within the enemy's main battle area (MBA), and key combat multipliers (such as artillery, engineers, and AD).</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>(4) Determine location, type, depth, and composition of obstacles and bypasses around obstacles.</p> <p>(5) Determine likely enemy counterattack or reinforcing routes.</p> <p>(6) Determine type of enemy fortifications and survivability effort.</p> <p>(7) Anticipate the enemy's engagement areas (EAs).</p> <p>(8) Determine enemy vulnerabilities.</p> <p>(9) Determine gaps in the enemy's defense.</p> <p>(10) Determine exposed or weak flanks.</p> <p>(11) Determine enemy units that lack mutual support.</p> <p>(12) Determine unobserved or weakly defended avenues of approach to the enemy's flank or rear.</p> <p>(13) Determine covered and concealed routes that allow friendly forces to close on the enemy's defense.</p> <p>(14) Determine weak obstacles or fortifications in the enemy's defense, especially along a flank.</p> <p>c. Conduct precombat checks.</p> <p>d. Supervise subordinate troop-leading procedures to ensure planning and preparations are on track and consistent with the unit commander's intent.</p> <p>e. Conduct rehearsals during day and limited visibility, if possible.</p> <p>f. Position forces.</p> <p>6. The BCT/BN conduct movement to the LD.</p> <p>Execute</p> <p>7. The BCT/BN executes the plan. They take the following actions:</p> <p>a. Move from the assembly area to the LD. March formation governed by:</p> <p>(1) Tactical situation.</p> <p>(2) Order commander wants his subordinate units to arrive at their attack position.</p> <p>b. Maneuver from the LD to the probable line of deployment (PLD). Take the following actions:</p> <p>(1) Move rapidly through attack positions and across LD.</p> <p>(2) Base formations on mission variables of METT-TC.</p> <p>(3) Avoid terrain features that are likely enemy artillery reference points, locations for chemical strikes, or locations for situational obstacles.</p> <p>c. Actions at the PLD assault position are:</p> <p>(1) Attack unit splits into one or more assault and support force(s) as it reaches PLD.</p> <p>(2) All supporting forces set in SBF position before the assault force crosses the LD.</p>		



TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> <li>(3) Assault forces maneuver against or around the enemy taking advantage of SBF efforts to suppress targeted enemy positions.</li> <li>(4) Employ forces to screen or guard flanks that may become exposed or threatened during the approach.</li> <li>(5) Shift fires and smoke to suppress enemy forces and obscure friendly forces.</li> <li>d. Conduct combined arms breaching operations. (Refer to Task 07-6-1252, Conduct a Combined Arms Breach of an Obstacle [Battalion–Brigade].)</li> <li>e. Assault the objective. Take the following actions: <ul style="list-style-type: none"> <li>(1) Employ all means of FS to destroy and suppress the enemy and sustain the momentum of the attack.</li> <li>(2) Attack units move as quickly as possible onto and through the objective by: <ul style="list-style-type: none"> <li>(a) Assaulting exposed enemy flanks through a created penetration or other position of advantage. (Assault force.)</li> <li>(b) Rapidly maneuvering using covered and concealed routes, and breaches protective obstacles. (Assault force.)</li> </ul> </li> <li>(3) Depending upon the size and preparation of the enemy forces, units may have to isolate and destroy portions of the enemy in sequence.</li> <li>(4) Supporting units shift direct and indirect fires and smoke: <ul style="list-style-type: none"> <li>(a) to suppress enemy forces and obscure friendly forces as the unit approaches the enemy defense;</li> <li>(b) and reposition as required to support the maneuver of assaulting forces.</li> </ul> </li> <li>(5) Update the assaulting force with critical information about the enemy and friendly situation.</li> <li>(6) Commit the reserve as necessary to reinforce the momentum of the attack, block enemy counterattacks, or exploit success, as required.</li> <li>(7) Deploy reconnaissance and security forces forward to provide critical information to the unit, which include: <ul style="list-style-type: none"> <li>(a) Areas that the enemy may use to reposition forces, commit reserves, and counterattack.</li> <li>(b) Reporting enemy reactions, repositioning, and assessing battle damage as the unit develops the engagement.</li> </ul> </li> <li>(8) Call forward sustainment assets, as required.</li> </ul> </li> <li>f. Consolidate on the objective. (Refer to Tasks 07-6-5037, Conduct Consolidation [Battalion–Brigade] and 07-6-5082, Conduct Reorganization [Battalion–Brigade].)</li> <li>g. Conduct transition IAW the offensive plan. It may include: <ul style="list-style-type: none"> <li>(1) Exploitation.</li> <li>(2) Pursuit.</li> <li>(3) Defense.</li> </ul> </li> </ul>		

## Chapter 2

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
Assess * 8. The BCT/BN commander and staff assess the situation. They take the following actions: a. Conduct mission command and report the developing situation to higher HQ. b. Reposition main and tactical command posts (CPs) to sustain constant monitoring and tracking of subordinate units and to evaluate information that impacts on decision points. 9. The BCT/BN continues operations as directed.  “*” indicates a leader task step.		

### SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0436	Coordinate Air-Ground Integration When Providing Close Combat Attack (CCA) Support
06-6-5066	Employ Lethal Fires in Support of the BCT
07-6-1252	Conduct a Combined Arms Breach of an Obstacle (Battalion–Brigade)
07-6-1092	Conduct an Attack (Battalion–Brigade)
07-6-5037	Conduct Consolidation (Battalion–Brigade)
07-6-5082	Conduct Reorganization (Battalion–Brigade)
71-8-2210	Perform Intelligence Preparation of the Battlefield (Battalion–Corps)
71-8-5110	Plan Operations Using the Military Decision-Making Process (Battalion–Corps)
71-8-5123	Task Organize for Operations (Battalion–Corps)
71-8-5200	Conduct Command Post Operations (Battalion–Corps)

**TASK:** Conduct an Attack in an Urban Area (Battalion-Brigade) (07-6-1181)

(FM 3-06.11)

(FM 3-90.6)

(FM 3-06)

**CONDITIONS:** The brigade combat team (BCT) or battalion (BN) is conducting operations independently or as part of a higher headquarters and receives an operation order (OPORD) or fragmentary order (FRAGO) to conduct an attack in an urban area at the location and time specified. All necessary unit personnel and equipment are available. The BCT/BN has communications with higher, adjacent, subordinate, and supporting elements. The BCT/BN receives guidance on the rules of engagement (ROE). Military, civilian, joint, and multinational partners and news media may be present in the operational environment (OE). Some iterations of this task should be performed in mission-oriented protective posture (MOPP) 4.

**STANDARDS:** The BCT/BN conducts the attack in accordance with (IAW) the standing operating procedures (SOP), the order, and/or higher headquarters (HQ) commander's guidance. The BCT/BN conducts extensive reconnaissance. The BCT/BN employs all available assets against the enemy to isolate and secure the objective(s). The BCT/BN destroys, captures, or forces the enemy force to withdraw. All communication and reporting is IAW applicable SOP. The BCT/BN complies with the ROE.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>Plan</p> <ul style="list-style-type: none"> <li>* 1. BCT/BN leaders gain and/or maintain situational understanding (SU) using available communications equipment, maps, intelligence summaries, situation reports (SITREPs), and other available information sources that accurately depict the urban environment. Intelligence sources include human intelligence (HUMINT), signal intelligence (SIGNIT) and imagery intelligence (IMINT) to include unmanned aircraft systems (UASs).</li> <li>* 2. BCT/BN commander and staff receive an order or anticipate a new mission and begin the military decision-making process (MDMP). (Refer to Task 71-8-5110, Plan Operations Using the Military Decision-Making Process [Battalion-Corps] for further details.) They take the following actions:               <ul style="list-style-type: none"> <li>a. Conduct a map reconnaissance to include:                   <ul style="list-style-type: none"> <li>(1) Subway systems, railways, and mass transit routes.</li> <li>(2) Underground water, sewer, and utility systems.</li> <li>(3) Electrical power stations and emergency services.</li> <li>(4) Fuel supply and storage facilities.</li> <li>(5) Maps and diagrams of mass communications facilities such as cellular phones, computer hubs, radio, and telephone.</li> </ul> </li> <li>b. Conduct intelligence preparation of the battlefield (IPB). They take the following actions:                   <ul style="list-style-type: none"> <li>(1) Employ all available information-gathering assets.</li> <li>(2) Define the urban environment and described battlefield effects to include:                       <ul style="list-style-type: none"> <li>(a) Covered and concealed approaches to the urban area.</li> <li>(b) Key and decisive terrain inside and outside the urban area.</li> <li>(c) Mobility corridors to include air, and building, intra-building, street, and subterranean levels.</li> <li>(d) Bridges, elevated roadways, and rail lines.</li> <li>(e) Buildings protected by the law of land warfare such as churches, medical facilities, historic monuments, and other facilities dedicated to arts and sciences, provided they are not being used for military purposes.</li> </ul> </li> </ul> </li> </ul> </li> </ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> <li>(f) Areas and facilities restricted by current ROE.</li> <li>(g) Stadiums, parks, open fields, playgrounds, and other open areas that may be used for landing zones, holding areas, or engagement areas.</li> <li>(h) Location of police, fire, and emergency medical services and their boundaries or zone of coverage.</li> <li>(i) Construction sites that may contain barrier materials.</li> <li>(j) Significant fire hazards and locations of other hazardous material (HAZMAT), such as toxic industrial materials.</li> <li>(k) Areas that limit the unit's ability to employ maximum combat power to minimize damage.</li> <li>(l) Other logistics infrastructure that could affect the operation, such as water and waste treatment facilities, bulk fuel, electrical generation (to include nuclear), production facilities/distribution lines and transport systems.</li> <li>(m) Consideration of the timing, rhythms, or patterns of the population and their vehicular movements in the urban area.</li> <li>(n) Telephone exchanges and television and radio stations.</li> <li>(o) Underground subway, tunnel, sewer, or water systems.</li> <li>(p) Locations of prisons and jails.</li> </ul> <p>(3) Evaluate the enemy. They take the following actions:</p> <ul style="list-style-type: none"> <li>(a) Determine the threat's location, strength, and capabilities.</li> <li>(b) Develop a plan that defeats their direct and indirect fire systems.</li> <li>(c) Focus the axis of advance on the threat's weaknesses while maintaining adequate force protection measures. When possible employ multiple and supporting axes of advance.</li> <li>(d) Divide the objective area into manageable smaller areas that facilitate BCT/BN maneuver.</li> <li>(e) Isolate the objective area and establish a foothold at the point of entry. The location chosen for the foothold must allow for expansion.</li> </ul> <p>(4) Determine enemy courses of action (COAs). Identify what the enemy will do and what information is needed to confirm the enemy's action.</p> <p>c. Update the joint common database and common operational picture (COP); provide current SU to disseminate timely and accurate information for IPB and the planning process.</p> <p>d. Employ reconnaissance and Military Intelligence units early in the MDMP process. (Refer to Task 71-8-2300, Perform Intelligence, Surveillance, and Reconnaissance [Battalion-Corps] for further details.)</p> <p>e. Organize the unit to accomplish the mission (Refer to Task 71-8-5123, Task Organize for Operations [Battalion-Corps] for further details).</p> <p>f. Integrate and synchronize warfighting functions based on the mission variables of mission, enemy, terrain and weather, troops and support available, time available and civil considerations (METT-TC).</p> <p>(1) Synchronize fires. They take the following actions:</p> <ul style="list-style-type: none"> <li>(a) Coordinate fires on the objective to suppress, neutralize, and destroy critical enemy forces that most affect the unit's closure on the objective.</li> <li>(b) Assign priority of fires (artillery and mortars) or nonlethal effects and priority of targets.</li> </ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> <li>(c) Plan suppression and obscuration fires in support of breaching operations.</li> <li>(d) Plan deception fires to deceive the enemy as to the location of the main effort.</li> <li>(e) Plan fires to support the reconnaissance effort.</li> <li>(f) Plan fires beyond the objective to support a hasty attack or defense.</li> <li>(g) Plan fires in support of the approach to the objective to engage enemy security forces, destroy bypassed enemy forces, and/or screen friendly forces.</li> <li>(h) Plan and coordinate indirect fires and/or close air support (CAS) to delay or neutralize repositioning enemy forces and reserves.</li> <li>(i) Plan locations of critical friendly zones (CFZ) to protect critical actions such as support forces, breaching efforts, and artillery assets.</li> <li>(i) Plan information operations that support the scheme of maneuver.</li> <li>(k) Plan considers the urban effects on fire support systems: <ul style="list-style-type: none"> <li><u>1.</u> Masking and dead space.</li> <li><u>2.</u> Collateral damage limitations.</li> <li><u>3.</u> Acquisition and arming ranges.</li> <li><u>4.</u> Type and number of indirect fire systems.</li> <li><u>5.</u> Positioning.</li> <li><u>6.</u> Mix of munitions.</li> </ul> </li> <li>(2) Synchronize engineer support. They take the following actions: <ul style="list-style-type: none"> <li>(a) Confirm terrain visualization products from higher HQ are available and distribute for the point of penetration, planned breach sites, possible bypasses, defending enemy positions or key weapons, and friendly support by fire (SBF) positions.</li> <li>(b) Confirm immediate unit-wide dissemination of OBSTINTEL.</li> <li>(c) Identify required mobility tasks throughout the depth of the unit zone or axis.</li> <li>(d) Assign each task and responsibility when developing the scheme of engineer operations (SOEO).</li> <li>(e) Determine breach site location and required number of breach lanes based on the scheme of maneuver, actions on the objective, and the size of the assault force.</li> <li>(f) Plan adequate mission command to rapidly shift priority of effort and/or support to reinforce success or respond to a changing situation.</li> <li>(g) Plan scatterable mine (SCATMINE) systems for flank security and hasty defense as required.</li> </ul> </li> <li>(3) Synchronize air defense (AD) support if support is provided by higher HQ. They take the following actions: <ul style="list-style-type: none"> <li>(a) Coordinate adequate AD coverage of the BCT/BN during movement to and during actions on the objective.</li> <li>(b) Shift assets as required by elements of the operation.</li> <li>(c) Plan for increased AD coverage of areas where the unit is most vulnerable to air attacks such as during breaching operations or movements through restrictive terrain.</li> </ul> </li> </ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>(4) Synchronize sustainment. (Refer to Task 71-8-4100, Provide Logistics Support [Battalion-Corps] and Task 71-8-4130, Provide Supplies [Battalion-Corps] for further details.) They take the following actions:</p> <ul style="list-style-type: none"> <li>(a) Plan immediate support to high-risk operations such as breaching or assaults by forward positioning of support assets.</li> <li>(b) Support a rapid reorganization by timing the arrival of sustainment support forward once the unit secured the objective. (Establish clear priorities of support during reorganization.)</li> <li>(c) Plan and coordinate casualty evacuation.</li> <li>(d) Initiate force health protection planning early, including analysis of the medical threat and other critical medical information requirements.</li> </ul> <p>g. Consider the fundamentals of urban operations. They take the following actions:</p> <ul style="list-style-type: none"> <li>(1) Perform focused information operations and aggressive intelligence, surveillance, and reconnaissance.</li> <li>(2) Conduct close combat to include:</li> <li>(3) Avoid the attrition approach.</li> <li>(4) Control the essential.</li> <li>(5) Minimize collateral damage.</li> <li>(6) Separate combatants from noncombatants.</li> <li>(7) Restore essential services.</li> <li>(8) Preserve critical infrastructure.</li> <li>(9) Understand the human dimension.</li> <li>(10) Transition control.</li> </ul> <p>h. Develop contingency plans for contact prior to and after actions on the objective.</p> <p>i. Establish abort criteria.</p> <p>j. Conduct composite risk management. (Refer to Task 71-8-5145, Conduct Composite Risk Management [Battalion-Corps].)</p> <p>* 3. BCT/BN commander and staff conduct confirmation briefings with subordinates immediately after OPORD is issued to ensure subordinates understand commander's intent and concept.</p> <p>Prepare</p> <p>4. BCT/BN prepares for the mission. They take the following actions:</p> <ul style="list-style-type: none"> <li>a. Refine the plan based on continuously updated intelligence.</li> <li>b. Conduct extensive reconnaissance operations to determine the enemy's strength and disposition.</li> <li>c. Conduct precombat checks.</li> <li>d. Supervise staff MDMP/subordinate troop-leading procedures to ensure planning and preparations are on track and consistent with the unit commander's intent.</li> <li>e. Conduct rehearsals during day and limited visibility if possible.</li> <li>f. Position forces.</li> <li>g. Move tactically to designated tactical assembly area or other designated area by taking the following actions: <ul style="list-style-type: none"> <li>(1) Conduct a passage of lines, if required.</li> <li>(2) Secure and occupy assembly area.</li> </ul> </li> </ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>(3) Maintain commander's critical information requirements (CCIR).</p> <p>(4) Lead movement through urban areas with dismounted Infantry, tanks, Stryker vehicles or Bradley Fighting Vehicles (BFVs), should follow and provide close overwatch, (BN only).</p> <p>Execute</p> <p>5. BCT/BN conducts the attack. They take the following actions:</p> <p>a. Move to the objective. Take the following actions:</p> <p>(1) Move as rapidly as possible without sacrificing security.</p> <p>(2) Use covered and concealed routes.</p> <p>(3) Detect enemy forces, positions, and obstacles to prevent them from interfering with the attack plan.</p> <p>(4) Breach or bypass encountered obstacles.</p> <p>(5) Defeat enemy elements encountered.</p> <p>b. Isolate the objective. Take the following actions:</p> <p>(1) Seize terrain that dominates the area so that the enemy could not supply, reinforce, or withdraw its defenders.</p> <p>(2) Tactically move to terrain that provides the ability to place suppression on the objective.</p> <p>(3) Control avenues of approach into and away from the objective.</p> <p>(4) Coordinate direct and indirect fire support to suppress and kill the enemy, screened the assault element, protected breaching actions, and/or isolated the enemy by blocking reinforcements and counterattacks.</p> <p>c. Assault to gain a foothold on the objective. Take the following actions:</p> <p>(1) Seize an objective that provides cover from enemy fire and a location for the assault, security, breach, and support forces to enter the urban area.</p> <p>(2) Fix the enemy.</p> <p>(3) Assault the objective. Take the following actions:</p> <p>(a) Employ supporting fires to suppress enemy elements that could place effective fires on the assaulting force and or breach force.</p> <p>(b) Employ obscuration to cover breach and assault force actions.</p> <p>(c) Breach obstacles that cannot be bypassed.</p> <p>(d) Maintain reconnaissance in support of the attack.</p> <p>(e) Employ maneuver, mobility, shock action, and mass firepower to secure a foothold and rupture established defenses.</p> <p>(f) Kill, capture, destroy, or force the withdrawal of all enemies on objectives as required by the commander's intent.</p> <p>(g) Attempt to minimize collateral damage and noncombatant casualties.</p> <p>(4) Clear the urban area using the appropriate technique based on commander's intent.</p> <p>* 6. BCT/BN commander commits the reserve to accomplish one or more of the following:</p> <p>a. Exploit success or an enemy weakness.</p> <p>b. Support a forward element with fire or maneuver.</p> <p>c. Assume the mission of another element.</p> <p>d. Maintain the momentum of the attack.</p> <p>e. Occupy buildings seized by another element.</p> <p>f. Defeat or block enemy counterattacks.</p>		

## Chapter 2

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>* 7. BCT/BN commander reports the situation to the higher HQ commander as necessary.</p> <p>8. BCT/BN complies with ROE.</p> <p>Assess</p> <p>9. BCT/BN consolidates as necessary. (Refer to Task 07-6-5037, Conduct Consolidation [Battalion-Brigade].)</p> <p>10. BCT/BN reorganizes as necessary. (Refer to Task 07-6-5082, Conduct Reorganization [Battalion-Brigade].)</p> <p>11. BCT/BN continues operations as directed.</p> <p>“*” indicates a leader task step.</p>		

### SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
06-5-5082	Establish Fire Support Operations
06-6-5059	Coordinate Target Attack
07-6-5037	Conduct Consolidation (Battalion-Brigade)
07-6-5082	Conduct Reorganization (Battalion-Brigade)
19-3-2406	Conduct Roadblock and Checkpoint
19-6-2406	Plan Roadblocks and Checkpoints (BCT PM)
71-8-2300	Perform Intelligence, Surveillance, and Reconnaissance (Battalion-Corps)
71-8-4100	Provide Logistics Support (Battalion-Corps)
71-8-4130	Provide Supplies (Battalion-Corps)
71-8-5110	Plan Operations Using the Military Decision-Making Process (Battalion-Corps)
71-8-5123	Task Organize for Operations (Battalion-Corps)
71-8-5145	Conduct Composite Risk Management (Battalion-Corps)



TASK: Conduct a Defense (Battalion-Brigade) (07-6-1028)

(FM 3-90.6)

(FM 3-21.20)

(FM 3-90)

CONDITIONS: The brigade combat team (BCT) or battalion (BN) is conducting operations independently or as part of a higher headquarters (HQ) and receives an operation order (OPORD) or fragmentary order (FRAGO) to conduct an area defense at a specific location and time. Higher headquarters (HQ) designates the defensive task of area defense. Higher HQ has positioned security forces forward of the BCT/BN defensive positions. All necessary personnel and equipment are available. The BCT/BN has communications with higher, adjacent, subordinate, and supporting elements. The BCT/BN receives guidance on the rules of engagement (ROE). Military, civilian, joint, and multinational partners and news media may be present in the operational environment (OE). Some iterations of this task should be performed in mission-oriented protective posture (MOPP) 4.

STANDARDS: The BCT/BN defends in accordance with (IAW) standing operating procedures (SOP), the order, and/or the higher commander's guidance or intent. The BCT/BN defends from mutually supporting positions that it reconnoiters, prepares, and occupies before the "defend not later than (NLT)" time specified in the order. The BCT/BN adjusts the positions to cover target reference points (TRPs), engagement areas (EAs), and sectors of fire, based on the common operating picture (COP). The BCT/BN defeats the enemy force by massing fires into EAs. All supporting overlays and graphics are available. The BCT/BN complies with the ROE.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>Plan</p> <ul style="list-style-type: none"> <li>* 1. The BCT/BN leaders develop or refine situational understanding (SU) using available communications, equipment, maps, intelligence summaries, situation reports (SITREPs), and other available intelligence sources. Intelligence sources include human intelligence (HUMINT), signal intelligence (SIGINT), and imagery intelligence (IMINT) to include unmanned aircraft systems (UASs).</li> <li>* 2. The BCT/BN commander and staff receive an order or anticipate a new mission and begin the military decision-making process (MDMP). (Refer to Task 71-8-5110, Plan Operations Using the Military Decision-Making Process [Battalion–Corps].) They take the following actions: <ul style="list-style-type: none"> <li>a. Conduct a map reconnaissance.</li> <li>b. Update the joint common database and COP, providing current SU and to provide timely and accurate information for intelligence preparation of the battlefield (IPB) and the planning process.</li> <li>c. Conduct an IPB. (Refer to Task 71-8-2210, Perform Intelligence Preparation of the Battlefield [Battalion–Corps].)</li> <li>d. Distribute all intelligence products to the entire staff and subordinate units to support parallel planning, ensured synchronization between the All-Source Analysis System and other digital systems.</li> <li>e. Develop plans for the area defense.</li> <li>f. Organize the BCT/BN for an area defense under the framework of: <ul style="list-style-type: none"> <li>(1) Security area.</li> <li>(2) Main battle area (MBA).</li> <li>(3) A reserve.</li> </ul> </li> <li>g. Determine how to array forces of an area defense based on higher commander's guidance and mission variables of mission, enemy, terrain and weather, troops and support available, time available, and civil considerations (METT-TC). They consider the following: <ul style="list-style-type: none"> <li>(1) Forward defense.</li> </ul> </li> </ul> </li> </ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>(2) Defense in depth.</p> <p>h. Determine the task organization and mission command arrangement of subordinate HQs.</p> <p>i. Develop a defensive scheme of maneuver. Take the following actions:</p> <ul style="list-style-type: none"> <li>(1) Define how the commander intends to mass the effects of direct and indirect fires with obstacles and use of terrain to shape the battlefield and defeat or destroy the enemy.</li> <li>(2) Develop a security plan that is integrated with higher and adjacent elements and allocates/positions security forces with appropriate movement and maneuver elements.</li> <li>(3) Develop a plan that focused on a defeat mechanism.</li> <li>(4) Analyze forces and available assets with particular attention to engineer assets and fire support (FS) assets.</li> <li>(5) Define the engineer and FS allocation in terms of capability.</li> <li>(6) Determine what effect forces, fires, and obstacles must achieve on enemy formations by avenue of approach (AA) and how those effects supported the defeat mechanism.</li> <li>(7) Define the task(s) and purpose for subordinate units.</li> <li>(8) Establish priorities for sustainment.</li> <li>(9) Develop obstacle and fire support plans concurrently with the defensive force array. Define a task, purpose, and end state for each obstacle and target in keeping with the commander's stated essential FS tasks and with the intended obstacle effects.</li> <li>(10) Identify initial risk.</li> <li>(11) Identify critical events and, if required, phases of the operation.</li> <li>(12) Designate the main effort with associated task(s) and purpose(s), by phase.</li> <li>(13) Designate supporting efforts with associated task(s) and purpose(s). define how they support the main effort.</li> <li>(14) Define reconnaissance and security operations.</li> <li>(15) Plan passage of lines with the security force element (refer to Task 07-6-1082, Conduct a Passage of Lines as a Stationary Unit [Battalion-Brigade] and Task 07-6-1081 Conduct a Passage of Lines as a Passing Unit [Battalion-Brigade] for further details).</li> <li>(16) Outline the movement and positioning of forces.</li> <li>(17) Describe the concept of fires.</li> <li>(18) Integrate obstacle effects with maneuver and fires.</li> <li>(19) Identify the maneuver options that may develop during execution.</li> <li>(20) Identify means and mechanisms for exploiting defensive success.</li> </ul> <p>j. Integrate and synchronize warfighting functions based on the mission variables of METT-TC. Take the following actions:</p> <ul style="list-style-type: none"> <li>(1) Synchronize fires. Take the following actions: <ul style="list-style-type: none"> <li>(a) Designate priority of fires. (Initial priority of fires is normally allocated to forward security forces.)</li> <li>(b) Plan targets along enemy reconnaissance AA.</li> <li>(c) Plan to engage approaching enemy formations at maximum range with indirect fires and close air support (CAS) if available.</li> <li>(d) Plan the transition of fires to support the main battle area (MBA) fight.</li> </ul> </li> </ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> <li>(e) Develop clear triggers to adjust fire support coordinating measures (FSCMs) and priority of fires.</li> <li>(f) Coordinate the movement of indirect fire assets to support the essential fire support tasks.</li> <li>(g) Ensure movement of indirect fire assets was coordinated with the scheme of maneuver.</li> <li>(h) Develop and rehearse the observation plan to ensure all targets are adequately observed.</li> <li>(i) Ensure integration of fires in support of critical obstacle effects.</li> <li>(j) Plan fires to support actions in the rear.</li> </ul> <p>(2) Synchronize engineer support. Take the following actions:</p> <ul style="list-style-type: none"> <li>(a) Plan the transition to counter mobility and survivability efforts in detail.</li> <li>(b) Plan employment of tactical obstacles such as directed, situational, and reserve.</li> <li>(c) Plan to site situational obstacles early.</li> <li>(d) Plan to link situational obstacles to natural and manmade obstacles.</li> <li>(e) Plan multiple locations for situational obstacles to support depth and flexibility.</li> <li>(f) Plan and coordinate adequate security for obstacle emplacement.</li> <li>(g) Integrate triggers for obstacles in the decision support template (DST).</li> <li>(h) Coordinate obstacle effort along unit and adjacent unit boundaries.</li> <li>(i) Plan the counter mobility effort to shape the enemy's maneuver into positions of vulnerability.</li> <li>(j) Plan adequate mobility support for withdrawing security forces, the reserve, and repositioning of MBA forces.</li> <li>(k) Develop obstacle plans that are synchronized with maneuver and fires and maximize all resources and update overlay data.</li> </ul> <p>(3) Synchronize of air defense (AD) support, integrating short-range air defense (SHORAD) and high to medium altitude air defense (HIMAD) employment considerations through use of the air defense and airspace management (ADAM)/brigade aviation element (BAE). Take the following actions:</p> <ul style="list-style-type: none"> <li>(a) Plan to position ADA assets and radar along air AA to provide early detection and engagement of enemy aircraft.</li> <li>(b) Plan all-around AD protection to the unit with mutual supporting and overlapping fires. (Weight fires toward likely air AA.)</li> <li>(c) Plan primary, alternate, and supplementary firing positions that supported defensive positions in depth, delays, and counterattacks.</li> <li>(d) Establish priorities of AD protection based on the criticality and vulnerability of BCT/BN units and the enemy.</li> <li>(e) Define process to disseminate early warning to all task force elements.</li> </ul> <p>(4) Synchronize sustainment operations. Take the following actions:</p> <ul style="list-style-type: none"> <li>(a) Plan the sustainment of security forces.</li> </ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> <li>(b) Address casualty evacuation, equipment recovery, and resupply for security forces.</li> <li>(c) Plan the resupply of critical classes of supply for security forces to support a quick transition from their security mission to follow-on missions.</li> <li>(d) Provide the security forces with prepositioned stocks of critical supplies in depth of the security zone.</li> <li>(e) Determine and or plan primary and alternate main supply routes (MSRs) to support the full depth of the defense.</li> <li>(f) Coordinate MSRs to avoid interfering with maneuver or obstacle plans.</li> <li>(g) Stockpile limited amounts of Class III and Class V supplies in centrally located battle positions (BPs) or locations.</li> <li>(h) Institute a mission command plan for sustainment vehicles in the unit area.</li> <li>(i) Plan to send forward push packages of critically needed supplies on a scheduled basis.</li> <li>(j) Plan resupply during limited visibility to reduce the chances of enemy interference.</li> <li>(k) Plan to dispatch maintenance assets forward to reduce the need to evacuate equipment.</li> <li>(l) Plan for the use of aviation assets (if available) to resupply critical supplies.</li> <li>(m) Coordinate with the chemical, biological, radiological, and nuclear (CBRN) officer to ensure there are appropriate routes for contaminated equipment.</li> <li>(n) Plan for the increased demand on decontaminants and MOPP gear.</li> <li>(o) Plan for high expenditure of Class V and increased demand of barrier materials (Class IV).</li> <li>(p) Coordinates with sustainment units for the possible use of pre-stocked classes of supply.</li> <li>(q) Coordinate with higher HQ civil affairs (CA) teams concerning refugee control and sustainment requirements.</li> <li>(r) Plan for protection and removal of civilians who enter battle areas.</li> </ul> <p>k. Conduct risk management. (Refer to Task 71-8-5145, Conduct Composite Risk Management [Battalion–Corps].)</p> <p>3. Conduct confirmation briefings between the BCT/BN commander, the staff, and subordinate leaders immediately after OPORD is issued to ensure subordinates understand commander's intent and concept.</p> <p>Prepare</p> <p>4. The BCT/BN conducts mission preparation. They take the following actions:</p> <ul style="list-style-type: none"> <li>a. Refine the plan based on continuously updated intelligence.</li> <li>b. Conduct extensive reconnaissance and surveillance.</li> <li>c. Conduct precombat checks and inspections. Take the following actions: <ul style="list-style-type: none"> <li>(1) Inspect and monitor the progress of defensive preparations to ensure they meet the commander's timeline.</li> <li>(2) Seek to identify shortfalls early enough to shift resources.</li> </ul> </li> </ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> <li>(3) Pay special attention to the array of forces, fires, and obstacles along flanks, seams between subordinate elements, or other areas that the enemy will likely try to penetrate.</li> <li>(4) Supervise subordinate troop leading procedures to ensure planning and preparations are on track and consistent with the unit commander's intent.</li> <li>(5) Use the preparation time prior to the enemy's attack to build the strongest defense possible.</li> <li>(6) Position forces.</li> <li>d. Refine the task-organization of the BCT/BN to accomplish the mission.</li> <li>e. Conduct rehearsals to include the reserve and counterattack forces, if operational security allows.</li> <li>f. Prepare designated and prioritized battle positions and survivability positions.</li> <li>5. The BCT/BN occupies and improves defensive positions. They take the following actions:               <ul style="list-style-type: none"> <li>a. Initiate occupation of defensive positions. Take the following actions:                   <ul style="list-style-type: none"> <li>(1) Issue a FRAGO and graphics to subordinate elements. At a minimum, the FRAGO includes the following:                       <ul style="list-style-type: none"> <li>(a) Changes in friendly and enemy situations.</li> <li>(b) Changes to BCT/BN tasks and purpose and general changes to the scheme of maneuver that facilitate occupation of the defensive position.</li> <li>(c) Changes to task organization, including digital changes and effect times.</li> </ul> </li> <li>(2) Enter defensive positions from the flank or rear.</li> <li>(3) Subordinate unit sectors of fire and observation overlapped and connected with adjacent units.</li> <li>(4) Designate defensive control measures and disseminate the information to subordinate commanders. Take the following actions:                       <ul style="list-style-type: none"> <li>(a) Identify tentative locations for each element's primary defensive position.</li> <li>(b) Identify TRPs, EAs, and direct fire responsibilities for primary positions.</li> <li>(c) Identify tentative locations for the subordinate unit's supplementary defensive position.</li> <li>(d) Identify TRPs, EAs, and direct fire responsibilities for supplementary defensive position.</li> </ul> </li> <li>(5) Adjust positions as necessary to cover TRPs, EAs, and or sectors of fire. Take the following actions:                       <ul style="list-style-type: none"> <li>(a) Verify direct fire plans and proof positions.</li> <li>(b) Adjust primary positions as required.</li> <li>(c) Adjust alternate and supplementary positions as required.</li> <li>(d) Select covered and concealed displacement routes between primary, alternate, and supplementary positions as necessary.</li> </ul> </li> <li>(6) Complete occupation of the defensive positions. Take the following actions:                       <ul style="list-style-type: none"> <li>(a) Implement changes based on guidance from higher HQ.</li> </ul> </li> </ul> </li> </ul> </li> </ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> <li>(b) Direct the BCT/BN to continue improvement of the defensive position with additional steps of a deliberate occupation as time permits.</li> <li>(7) Maintain security by employing reconnaissance assets.</li> <li>(8) Provide security for elements working forward in sector such as engineers emplacing obstacles.</li> <li>(9) Secure obstacles.</li> <li>(10) Observe template enemy landing zones (LZs).</li> <li>(11) Clear possible enemy observation post (OP) locations.</li> <li>b. Continue to prepare and/or upgrade defensive positions. Take the following actions: <ul style="list-style-type: none"> <li>(1) Mark vehicle positions.</li> <li>(2) Mark fire control measures in the EA.</li> <li>(3) Dig survivability positions within the unit's capability.</li> <li>(4) Position ammunition caches.</li> <li>(5) Emplace protective obstacles.</li> <li>(6) Report progress to higher HQ.</li> </ul> </li> <li>c. Conduct reconnaissance and surveillance operations in front of defensive positions. Take the following actions: <ul style="list-style-type: none"> <li>(1) Designate reconnaissance group.</li> <li>(2) Designate overwatch elements for the reconnaissance group.</li> <li>(3) Move to a vantage point to view defensive position from enemy's perspective if possible.</li> <li>(4) Use covered and concealed routes.</li> <li>(5) Move through EA and identify all likely enemy AAs and key and defensive terrain.</li> <li>(6) Evaluate any lateral routes.</li> <li>(7) Determine how the enemy will attack. Take the following actions: <ul style="list-style-type: none"> <li>(a) Consider how the enemy will employ reconnaissance assets.</li> <li>(b) Consider where and when the enemy will change formations or establish support by fire positions.</li> <li>(c) Consider where and when the enemy will conduct a breach and/or assault.</li> <li>(d) Consider where and when the enemy will commit follow-on forces.</li> <li>(e) Consider effects of the enemy's combat multipliers.</li> <li>(f) Consider the enemy's rate of movement.</li> </ul> </li> <li>(8) Provide updates to the COP, including the following information: <ul style="list-style-type: none"> <li>(a) Sector sketches and annotated graphic control measures.</li> <li>(b) Fire support plans in depth, anticipating the enemy scheme of maneuver, and shaping the battlefield.</li> <li>(c) Emplace observers in vantage points within the defensive area that affords a clear view of the area of operation (AO).</li> <li>(d) Establish BCT/BN fire support control measures (FSCM) that correspond to METT-TC.</li> <li>(e) Alternate and successive defensive positions.</li> <li>(f) Designate covered and concealed routes between alternate and successive defensive positions.</li> <li>(g) Designate, mark, and record key locations in the defensive positions and in the EA.</li> </ul> </li> </ul> </li> </ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>6. The BCT/BN engineer integrates directed, situational, and reserve obstacles into the defense and disseminates obstacle overlay(s) IAW unit SOP. They take the following actions:</p> <ul style="list-style-type: none"> <li>a. Identify any directed obstacles the BCT/BN has been tasked to emplace by higher HQ.</li> <li>b. Specify obstacle locations with defined task and purpose for each.</li> <li>c. Provide security during emplacement.</li> <li>d. Direct obstacle emplacement.</li> <li>e. Identify locations for massing direct and indirect fires.</li> <li>f. Identify and mark the necessary control measures on the ground.</li> <li>g. Identify tentative locations of key weapon systems providing obstacle coverage.</li> <li>h. Site obstacle group(s). Take the following actions: <ul style="list-style-type: none"> <li>(1) Ensure obstacles are covered by direct and indirect fires.</li> <li>(2) Identify dead space.</li> <li>(3) Mark general limits and orientation of obstacle groups.</li> <li>(4) Site and report obstacles by taking the following actions: <ul style="list-style-type: none"> <li>(a) Report completion of obstacle emplacement, integration, and turnover or transfer.</li> <li>(b) Report grid locations of the obstacle group and fire control measures.</li> </ul> </li> </ul> </li> <li>i. Distribute plans and routinely updated information throughout preparation phase to the BCT/BN and higher/adjacent units IAW unit SOP.</li> </ul> <p>7. The BCT/BN reports occupation of defensive positions to higher HQ. They take the following actions:</p> <ul style="list-style-type: none"> <li>a. Submit the completed obstacle and fire plans.</li> <li>b. Update the joint common database and COP. Provide current SU to provide timely and accurate information.</li> </ul> <p>Execute</p> <p>8. The BCT/BN execute the area of defense. They take the following actions:</p> <ul style="list-style-type: none"> <li>a. Gain and maintain enemy contact by taking the following actions. <ul style="list-style-type: none"> <li>(1) Identify committed enemy units' positions and capabilities. Security forces take the following actions: <ul style="list-style-type: none"> <li>(a) Observe and maintain contact with the approaching enemy.</li> <li>(b) Report enemy movements.</li> <li>(c) Avoid decisive engagement.</li> <li>(d) Withdrawal as lead enemy formations enter the BCT's/BN's security zone.</li> </ul> </li> <li>(2) Determine the enemy's intent and direction of attack.</li> <li>(3) Gain time to react.</li> </ul> </li> <li>b. Disrupt the enemy on order or when engagement criteria are met. Take the following actions: <ul style="list-style-type: none"> <li>(1) Support the security force's delaying action.</li> <li>(2) Disrupt or limit the momentum of the enemy's attack.</li> <li>(3) Destroy high-payoff targets (HPTs) that support the decisive action of the enemy striking force.</li> <li>(4) Divert the enemy's attack.</li> <li>(5) Reduce the enemy's combat power.</li> <li>(6) Separate the enemy formations.</li> </ul> </li> </ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> <li>(7) Issue additional FRAGOs to direct or task subordinate elements as required.</li> <li>(8) Subordinate unit's move to alternate, supplementary, or successive defensive positions as required maintaining flexibility and survivability.</li> <li>(9) Send spot reports (SPOTREPs) and situation reports (SITREPs) and make recommendations to higher HQ.</li> <li>(10) Maintain indirect fires and CAS on the enemy as they enter MBA.</li> <li>c. Fix the enemy. Take the following actions: <ul style="list-style-type: none"> <li>(1) Design shaping operations to fix the enemy and allow friendly forces to execute decisive maneuver elsewhere.</li> <li>(2) Utilize combat outposts and strong points to deny enemy movement to or through a given location.</li> <li>(3) Use obstacles covered by fire.</li> <li>(4) Locate blocking forces dependent upon METT-TC.</li> <li>(5) Actions are taken by commanders of units in security area of engagement. Take the following actions; <ul style="list-style-type: none"> <li>(a) Execute situational obstacles that best support the MBA engagement.</li> <li>(b) Control occupation of defensive operations.</li> <li>(c) Assess the impact of fires against the enemy.</li> <li>(d) Identify the enemy's main effort.</li> <li>(e) Determine the direction of attack.</li> <li>(f) Gain time to react.</li> </ul> </li> </ul> </li> <li>d. Maneuver. During MBA engagement, the BCT/BN shifts combat power and priority of fires to defeat the enemy's attack. This action requires: <ul style="list-style-type: none"> <li>(1) Adjusting subordinates AOs and mission.</li> <li>(2) Repositioning forces.</li> <li>(3) Shifting the main effort.</li> <li>(4) Repeating commitment and reconstitution of a reserve.</li> <li>(5) Modifying the original plan.</li> </ul> </li> </ul> <p>9. The BCT/BN conducts follow through. They take the following actions:</p> <ul style="list-style-type: none"> <li>a. Transition to one of the following: <ul style="list-style-type: none"> <li>(1) An attack.</li> <li>(2) A stalemate with both forces left in contact with each other.</li> <li>(3) A retrograde operation. (Note: only the commander who ordered the defense can designate a new forward edge of the battle area (FEBA) or authorize a retrograde operation.)</li> </ul> </li> <li>b. Employ an uncommitted reserve prepared to quickly exploit or reverse the enemy situation.</li> <li>c. Reset defense as quickly as possible.</li> <li>d. Maintain contact with the enemy.</li> <li>e. Maintain cohesion using the following: <ul style="list-style-type: none"> <li>(1) Security forces.</li> <li>(2) Surveillance assets.</li> <li>(3) Patrols.</li> </ul> </li> </ul>		



TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> <li>f. Conduct crosstalks and continuously update the COP, keeping higher, subordinate, and adjacent commands informed of situation, enemy actions, and future plans.</li> <li>g. Assess subordinate plans.</li> <li>h. Ensure unit and subordinate element's actions are coordinated and controlled.</li> </ul> <p>Assess</p> <ul style="list-style-type: none"> <li>*10. The BCT/BN leaders assess the operation. They take the following actions; <ul style="list-style-type: none"> <li>a. Continuously monitor and update the COP and the progress of the operation.</li> <li>b. Direct adjustments to ensure that operations remain aligned with the commander's intent.</li> </ul> </li> <li>11. BCT/BN consolidate as necessary. (Refer to Task 07-6-5037, Conduct Consolidation [Battalion–Brigade].)</li> <li>12. The BCT/BN reorganize as necessary. (Refer to Task 07-6-5082, Conduct Reorganization, [Battalion–Brigade].)</li> <li>13. The BCT/BN continues operations as directed.</li> </ul> <p>“*” indicates a leader task step.</p>		

Task Number	Coordinate Air
01-6-0436	Coordinate Air-Ground Integration When Providing Close Combat Attack (CCA) Support
06-5-5082	Establish Fire Support Operations
06-6-5066	Employ Lethal Fires in Support of the BCT
07-6-1036	Conduct a Delay (Battalion–Brigade)
07-6-1081	Conduct a Passage of Lines as a Passing Unit (Battalion–Brigade)
07-6-1082	Conduct a Passage of Lines as a Stationary Unit (Battalion–Brigade)
07-6-1144	Conduct a Withdrawal (Battalion–Brigade)
07-6-5037	Conduct Consolidation (Battalion–Brigade)
07-6-5082	Conduct Reorganization (Battalion–Brigade)
17-6-0308	Synchronize Close Air Support (Battalion-Brigade)
17-6-1007	Conduct ISR Synchronization and Integration (Battalion-Brigade)
17-6-3809	Conduct Battle Handover (Battalion–Brigade)
17-6-9239	Conduct a Retirement (Battalion–Brigade)
71-8-5110	Plan Operations Using the Military Decision-Making Process (Battalion–Corps)
71-8-5145	Conduct Composite Risk Management (Battalion–Corps)

**TASK:** Conduct a Delay (Battalion-Brigade) (07-6-1036)  
(FM 3-90)

(FM 3-90.6)

(FM 3-21.20)

**CONDITIONS:** The brigade combat team (BCT) or battalion (BN) is conducting operations independently or as part of a higher headquarters and has received an operation order (OPORD) or fragmentary order (FRAGO) to delay at the location and time specified. The order includes all applicable overlays and/or graphics. The delay may be either to delay in an area of operation (AO) or to delay forward of a specified line or position for a specified time. The enemy can attack with ground forces (mounted or dismounted) supported by indirect fire and air. The BCT/BN has communications with higher, adjacent, subordinate, and supporting elements. The unit is provided guidance by the rules of engagement (ROE) and may also have mission instructions such as a peace mandate, terms of reference, and status-of-forces agreement (SOFA). Military, civilian, joint and multinational partners and media may be in the operational environment (OE). Some iterations of this task should be performed during limited visibility. Some iterations of this task should be performed in mission-oriented protective posture (MOPP) 4.

**STANDARDS:** The BCT/BN conducts the delay in accordance with (IAW) the standing operating procedures (SOP), the order, and/or higher headquarters (HQ) commander's guidance. The unit maintains contact with the enemy. The unit is not penetrated or bypassed by the enemy force. The unit delays by combining maneuver, fires, obstacles, and avoidance of decisive engagement to achieve the commander's intent. The unit complies with the ROE, mission instructions, higher HQ order, and other special orders.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>Plan</p> <ul style="list-style-type: none"> <li>* 1. BCT/BN leaders gain and/or maintain situational understanding (SU) using available communications equipment, maps, intelligence summaries, situation reports (SITREPs), and other available information sources. Intelligence sources include human intelligence (HUMINT), signal intelligence (SIGINT), and imagery intelligence (IMINT) to include unmanned aircraft systems (UAS).</li> <li>* 2. BCT/BN commander and staff receive an order or anticipate a new mission and begin the military decision-making process (MDMP). (Refer to Task 71-8-5110, Plan Operations Using the Military Decision-Making Process [Battalion-Corps] for further details.) They take the following actions: <ul style="list-style-type: none"> <li>a. Determine the type of delay mission: <ul style="list-style-type: none"> <li>(1) Delay within an AO.</li> <li>(2) Delay forward of a specific area or position for a specific period of time.</li> </ul> </li> <li>b. Conduct a map reconnaissance.</li> <li>c. Choose the best method of delay (delay from successive or delay from alternate positions) using the mission variables of mission, enemy, terrain, troops, time available, and civil considerations (METT-TC).</li> <li>d. Distribute all intelligence products to the entire staff and subordinate units to support parallel planning.</li> <li>e. Conduct IPB. (Refer to Task 71-8-2210, Perform Intelligence Preparation of the Battlefield [Battalion-Corps], for further details.)</li> <li>f. Organize the unit to accomplish the mission. (Refer to Task 71-8- [Battalion-Corps], Task Organize for Operations, for further details.) The BCT/BN usually organizes into— <ul style="list-style-type: none"> <li>• Security force.</li> <li>• Main body.</li> </ul> </li> </ul> </li> </ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> <li>• Reserve.</li> <li>g. Integrate and synchronize warfighting functions based on the mission variables of METT-TC. They take the following actions:               <ol style="list-style-type: none"> <li>(1) Synchronize fires by:                   <ol style="list-style-type: none"> <li>(a) Designating priority of fires (initial priority of fires is normally allocated to forward security forces).</li> <li>(b) Planning targets along enemy reconnaissance avenues of approach.</li> <li>(c) Planning to engage approaching enemy formations at maximum range with indirect fires and close air support (CAS), if available.</li> <li>(d) Developing clear triggers to adjust fire support coordinating measures (FSCMs) and priority of fires.</li> <li>(e) Coordinating the movement of indirect fire assets to support the essential fire support tasks (EFSTs).</li> <li>(f) Ensuring indirect fire asset movements are coordinated with the scheme of maneuver.</li> <li>(g) Developing and rehearsing the observation plan to ensure all targets are adequately observed.</li> <li>(h) Ensuring integration of fires in support of critical obstacle effects.</li> <li>(i) Planning fires to support a delay movement, defense, or counterattack IAW the commander's intent.</li> </ol> </li> <li>(2) Synchronize engineer support by taking the following actions:                   <ol style="list-style-type: none"> <li>(a) Plan the transition to countermobility and survivability efforts in detail.</li> <li>(b) Plan to site situational obstacles early.</li> <li>(c) Plan multiple locations for situational obstacles to support depth and flexibility.</li> <li>(d) Plan and coordinate adequate security for obstacle emplacement.</li> <li>(e) Integrate triggers for obstacles in the decision support template (DST).</li> <li>(f) Plan the countermobility effort to shape the enemy's maneuver into positions of vulnerability.</li> <li>(g) Plan adequate mobility support for the withdrawal or countermobility.</li> <li>(h) Develop obstacle plans that are synchronized with maneuver and fires. Maximize all resources.</li> </ol> </li> <li>(3) Synchronize air defense (AD) support, if available, by taking the following actions:                   <ol style="list-style-type: none"> <li>(a) Plan to position ADA assets and radar along air avenues of approach to provide early detection and engagement of enemy.</li> <li>(b) Plan all-around air defense protection to the unit with mutual supporting and overlapping fires (weight fires toward likely air avenues of approach).</li> <li>(c) Plan primary, alternate, and supplementary firing positions to support defensive positions in depth, delays, and counterattacks.</li> <li>(d) Plan to reposition ADA assets to replace lost assets or mass against significant air threats.</li> <li>(e) Establish priorities of air defense protection based on the criticality, vulnerability, and recoverability of units and the enemy.</li> </ol> </li> </ol> </li> <li>f. Identify special procedures and positions for limited visibility operations.</li> <li>g. Integrate deception into the overall plan.</li> </ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>h. Plan details of the expected outcome of the delay executed by a subordinate.</p> <p>i. Conduct composite risk management. (Refer to Task 71-8-5145, Conduct Composite Risk Management [Battalion–Corps].)</p> <p>* 3. BCT/BN commander and staff conduct confirmation briefings with subordinates immediately after the OPORD is issued to ensure subordinates understand commander's intent and concept.</p> <p>Prepare</p> <p>4. BCT/BN prepare for the delay by taking the following actions:</p> <p>a. Refine the plan based on continuously updated intelligence.</p> <p>b. Conduct extensive reconnaissance and surveillance by—</p> <p>(1) Selecting routes to provide maximum mobility and emplace obstacles and/or enhance existing obstacles to degrade the mobility of the enemy.</p> <p>(2) Selecting and marking routes to the rear and subsequent delay positions.</p> <p>c. Prepare subsequent positions.</p> <p>d. Designate routes to allow withdrawal for subordinate elements between battle positions (BPs) or exits in each AO.</p> <p>e. Obstacle is covered by fire to slow the enemy and to allow for disengagement by friendly units.</p> <p>f. Coordinate fires between the moving element and adjacent, supporting, and overwatch elements.</p> <p>g. Coordinate the withdrawal of unit elements with higher HQ and adjacent units.</p> <p>h. Conduct precombat checks and inspections by taking the following actions:</p> <p>(1) Inspect and monitor the progress of defensive preparations to ensure they meet the commander's timeline.</p> <p>(2) Identify shortfalls early enough to shift resources.</p> <p>(3) Coordinate the array of forces, fires, and obstacles along flanks or seams between subordinate elements.</p> <p>(4) Supervise subordinate MDMP/troop-leading procedures to ensure planning and preparations are consistent with the unit commander's intent.</p> <p>i. Conduct rehearsals during day and limited visibility if possible.</p> <p>j. Position forces by taking the following actions:</p> <p>(1) Position assigned elements of AOs, battle positions, or a combination consistent with the commander's intent and mission variables of METT-TC.</p> <p>(2) Occupy the initial delay position as a defensive position.</p> <p>(3) Position the reserve in a location so that it could counterattack, move rapidly to reinforce, or cover the withdrawal of forward subordinate elements.</p> <p>(4) Locate the main command post (CP) and combat trains to the rear and behind next rearward phase line (BN only).</p> <p>(5) Locate the command group forward to control the operation.</p> <p>k. Prepare to delay at the time prescribed in the higher HQ's order.</p> <p>Execute</p> <p>5. BCT/BN executes the delay by taking the following actions:</p> <p>a. Use decision points or events as previously planned parameters to withdrawal.</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> <li>b. Security forces provide early warning on high-speed approaches and cover secondary approaches between BPs.</li> <li>c. Security forces fix, defeat, and destroy the enemy's reconnaissance and security elements without risking decisive engagement.</li> <li>d. Exploit and reinforce existing obstacles within the limits of available materials, time, and personnel to aid withdrawal.</li> <li>e. Provide forces with sufficient lethality and fire support to cover the withdrawal of forward elements.</li> <li>f. Engage the enemy at the greatest range using long-range fires.</li> <li>g. Force the enemy to deploy into assault formations repeatedly against successive BPs.</li> <li>h. Maintain contact with the enemy's main body.</li> <li>i. Maintain flank security.</li> <li>j. Achieve depth in the delay.</li> </ul> <p>6. Avoid decisive engagement, allowing the unit to withdraw and maneuver according to plan by taking the following actions:</p> <ul style="list-style-type: none"> <li>a. Commander approves subordinate element disengagement criteria.</li> <li>b. Subordinate elements conduct internal passage of lines as required.</li> <li>c. Ensure the unit was not bypassed or penetrated by the enemy.</li> </ul> <p>7. BCT/BN commander terminates the delay when—</p> <ul style="list-style-type: none"> <li>a. The delaying force conducts a rearward passage of lines through a defending force. (Refer to Task 07-6-1081, Conduct a Passage of Lines as a Passing Unit [Battalion–Brigade], or Task 07-6-1082, Conduct a Passage of Lines as a Stationary Unit [Battalion–Brigade], for further details.)</li> <li>b. The advancing enemy force reaches a culminating point, or</li> <li>c. The delaying force goes on the offense after being reinforced.</li> </ul> <p>8. BCT/BN leaders assess the operation. They take the following actions:</p> <ul style="list-style-type: none"> <li>a. Continuously monitor the situation and the progress of the operation.</li> <li>b. Direct adjustments, ensuring operations remain aligned with the commander's intent.</li> </ul> <p>9. BCT/BN withdraws, defends, or counterattacks IAW the order and or guidance from higher HQ.</p> <p>10. BCT/BN complies with ROE.</p> <p>Assess</p> <p>*11. BCT/BN commander and staff assess the situation. They take the following actions:</p> <ul style="list-style-type: none"> <li>a. Conduct mission command and report the developing situation to higher HQ.</li> <li>b. Reposition main and tactical command posts to sustain constant monitoring and tracking of subordinate units and to evaluate intelligence that impacts on decision points.</li> </ul> <p>12. BCT/BN consolidate as required. (Refer to Task 07-6-5037, Conduct Consolidation [Battalion–Brigade].)</p>		

## Chapter 2

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
13. BCT/BN reorganize as required. (Refer to Task 07-6-5082, Conduct Reorganization [Battalion–Brigade].)		
14. BCT/BN continues operations as directed.		
“*” indicates a leader task step.		

### SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
06-6-5059	Coordinate Target Attack
06-5-5082	Establish Fire Support Operations
07-6-1028	Conduct a Defense (Battalion-Brigade)
07-6-1036	Conduct a Delay (Battalion-Brigade)
07-6-1081	Conduct a Passage of Lines as a Passing Unit (Battalion–Brigade)
07-6-1082	Conduct a Passage of Lines as a Stationary Unit (Battalion–Brigade)
07-6-1092	Conduct an Attack (Battalion-Brigade)
07-6-5037	Conduct Consolidation (Battalion–Brigade)
07-6-5082	Conduct Reorganization (Battalion–Brigade)
17-6-3809	Conduct Battle Handover (Battalion-Brigade)
71-8-2210	Perform Intelligence Preparation of the Battlefield (Battalion–Corps)
71-8-2300	Perform Intelligence, Surveillance, and Reconnaissance (Battalion-Corps)
71-8-5110	Plan Operations Using the Military Decision-Making Process (Battalion–Corps)
71-8-5111	Conduct the Military Decision-Making Process (Battalion-Corps)
71-8-5121	Establish Coordination and Liaison (Battalion-Corps)
71-8-5145	Conduct Composite Risk Management (Battalion–Corps)
71-8-5200	Conduct Command Post Operations (Battalion-Corps)

**TASK:** Conduct a Withdrawal (Battalion-Brigade) (07-6-1144)

(FM 3-90)

(FM 3-21.20)

(FM 3-90.5)

**CONDITIONS:** The brigade combat team (BCT) or battalion (BN) is conducting operations independently or as part of a division or Army forces and receives an operation order (OPORD) or fragmentary order (FRAGO) to disengage and withdraw immediately from the enemy and reposition for another mission. The withdrawal may or may not be conducted under enemy pressure and is unassisted. The BCT/BN provides its own security. Mission, enemy, terrain and weather, troops and support available, time available, and civil considerations (METT-TC) determine whether or not the BCT/BN designates a detachment left in contact (DLIC). The order includes all applicable overlays and/or graphics. All necessary personnel and equipment are available. The BCT/BN has communications with higher, adjacent, subordinate, and supporting elements. The BCT/BN has been provided guidance on the rules of engagement (ROE). Some iterations of this task should be conducted during limited visibility conditions. Some iterations of this task should be performed in mission-oriented protective posture (MOPP) 4.

**STANDARDS:** The BCT/BN conducts the withdrawal in accordance with (IAW) standing operating procedures (SOP), the order, and/or higher headquarters (HQ) commander's guidance. The BCT/BN provides its own security during the withdrawal. The BCT/BN disengages the main body and moves to a designated location where the enemy cannot observe or engage it with direct fire. The BCT/BN disengages the security force. The BCT/BN complies with the ROE.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>Plan</p> <ul style="list-style-type: none"> <li>* 1. BCT/BN leaders gain and/or maintain situational understanding (SU) using available communications equipment, maps, intelligence summaries, situation reports (SITREPs), and other available information sources. Intelligence sources include human intelligence (HUMINT), signal intelligence (SIGNIT), and imagery intelligence (IMINT) to include unmanned aircraft systems (UASs).</li> <li>* 2. BCT/BN commander and staff receive an order or anticipate a new mission and begin the military decision-making process (MDMP). (Refer to Task 71-8-5110, Plan Operations Using the Military Decision-Making Process [Battalion-Corps] for further details.) They take the following actions:               <ul style="list-style-type: none"> <li>a. Conduct a map reconnaissance.</li> <li>b. Select primary and alternate withdrawal routes.</li> <li>c. Update the joint common database and common operational picture (COP) and provide current SU to disseminate timely and accurate information for intelligence preparation of the battlefield (IPB) and the planning process.</li> <li>d. Conduct IPB. (Refer to Task 71-8-2210, Perform Intelligence Preparation of the Battlefield [Battalion-Corps] for further details.)</li> <li>e. Organize the unit to accomplish the mission. (Refer to Task 71-8-5123, Task Organize for Operations [Battalion-Corps] for further details.) They take the following actions:                   <ul style="list-style-type: none"> <li>(1) Designate composition and strength of the security force.</li> <li>(2) Designate a DLIC as required (usually when the BCT/BN is in close combat with the enemy and a security zone does not exist).</li> <li>(3) Designate composition and strength of the main body.</li> <li>(4) Designate composition and strength of the reserve.</li> <li>(5) Designate a quartering party for the future assembly area.</li> </ul> </li> </ul> </li> </ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>f. Integrate and synchronize warfighting functions based on the mission variables of METT-TC by:</p> <ul style="list-style-type: none"> <li>(1) Synchronizing fires. They take the following actions: <ul style="list-style-type: none"> <li>(a) Plan priority of fires to the security force.</li> <li>(b) Augment fires for security force with snipers, SCATMINES, or combat observation lasing team (COLT) assets necessary for the security force to focus fires on multiple routes.</li> <li>(c) Plan obscuration fires as required METT-TC dependent.</li> <li>(d) Plan deception fires to deceive the enemy, as necessary.</li> <li>(e) Plan fires to support the reconnaissance effort.</li> <li>(f) Coordinate indirect fires and/or close air support (CAS), to delay or neutralize repositioning enemy forces and reserves.</li> <li>(g) Plan locations of critical friendly zones (CFZs) to protect critical actions, such as support forces, breaching efforts, and artillery assets to prevent fratricide.</li> </ul> </li> <li>(2) Synchronizing engineer support. They take the following actions: <ul style="list-style-type: none"> <li>(a) Terrain visualization products from higher headquarters were available and distribute for planned breach sites, possible bypasses, enemy positions or key weapons, and friendly support by fire (SBF) positions.</li> <li>(b) Integrate obstacle intelligence (OBSTINTEL) requirements into the priority intelligence requirements (PIR) and reconnaissance plan.</li> <li>(c) Confirm OBSTINTEL receives immediate unit-wide dissemination, including supporting protection and sustainment units.</li> <li>(d) Identify required mobility tasks throughout the depth of the unit's zone or axis.</li> <li>(e) Apply mission command to rapidly shift priority of effort and support to reinforce success or respond to a changing situation.</li> <li>(f) Plan SCATMINE systems for flank security and hasty defense, as required.</li> <li>(g) Plan to site obstacles behind the security force to complicate pursuit.</li> </ul> </li> <li>(3) Synchronizing air defense (AD) support. They take the following actions: <ul style="list-style-type: none"> <li>(a) Plan for increased AD coverage of areas where the unit is most vulnerable to air attacks, such as movements through restrictive terrain.</li> <li>(b) Plan support for security force.</li> </ul> </li> </ul> <p>g. Determining specific tasks for subordinate elements.</p> <p>h. Consider the following plans and actions:</p> <ul style="list-style-type: none"> <li>(1) Plan for a deliberate break in contact from the enemy.</li> <li>(2) Plan the rapid displacement of the main body, safeguarded from enemy interference.</li> <li>(3) Plan for protection of withdrawal routes and alternates.</li> <li>(4) Retain sufficient combat and sustainment capabilities throughout the operation to support forces in contact with the enemy.</li> </ul> <p>i. Determining disengagement criteria (time, friendly situation, enemy situation).</p> <p>j. Planning for deception to conceal the withdrawal for as long as possible.</p> <p>k. Coordinating with adjacent units as required.</p> <p>l. Determining the withdrawal and linkup plan for the security force.</p> <p>m. Developing contingencies for a withdrawal without pressure.</p> <p>n. Always planning for a withdrawal under pressure.</p>		



TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>Prepare</p> <p>3. BCT/BN prepares for the withdrawal. They take the following actions:</p> <ul style="list-style-type: none"> <li>a. Refine the plan based on continuously updated intelligence.</li> <li>b. Provide specific tasks to subordinate elements.</li> <li>c. Supervise staff MDMP/subordinate troop-leading procedures is consistent with the commander's intent.</li> <li>d. Conduct rehearsals to include contingencies for reverting to a delay, commitment of the reserve, and enemy interdiction of movement routes.</li> <li>e. Brief and dispatch quartering party to the future assembly area. They take the following actions: <ul style="list-style-type: none"> <li>(1) Conduct reconnaissance of positions to which the unit will withdraw.</li> <li>(2) Select subordinate element positions and or area of operation (AO).</li> <li>(3) Provide guides as necessary.</li> <li>(4) Coordinate with the unit and/or element when the BCT/BN conducts a rearward passage of lines, if required.</li> </ul> </li> <li>f. Position security force and/or DLIC (if DLIC is designated).</li> <li>g. Prepare wounded Soldiers and damaged equipment and nonessential supplies for movement.</li> <li>h. Move nonessential protection and sustainment units to the rear.</li> <li>i. Conduct reconnaissance.</li> <li>j. Position military police (MPs) and/or guides for traffic control.</li> </ul> <p>4. Reconnaissance assets screen the flanks and conduct reconnaissance of withdrawal routes of the main body.</p> <p>Execute</p> <p>5. BCT/BN executes the withdrawal. They take the following actions:</p> <ul style="list-style-type: none"> <li>a. Execute the deception plan and begin withdrawal.</li> <li>b. Maintain contact with the enemy and simulate the continued presence of the main body until ordered to disengage or until another force takes over the task. They take the following actions: <ul style="list-style-type: none"> <li>(1) Conceal the withdrawal by: <ul style="list-style-type: none"> <li>(a) Maintaining the defensive pattern of the whole force across the sector.</li> <li>(b) Maintaining communication and information security.</li> <li>(c) Avoiding establishing patterns of movement that may indicate friendly intentions.</li> <li>(d) Destroying enemy reconnaissance forces with security forces.</li> <li>(e) Employing multiple withdrawal routes.</li> <li>(f) Moving during limited visibility and along covered and concealed routes, if possible.</li> </ul> </li> <li>(2) Conduct the following actions on contact during the withdrawal: <ul style="list-style-type: none"> <li>(a) Delay, attack, or defend as required by the situation.</li> <li>(b) Shift to alternate routes or bypass interdicted routes and or areas.</li> </ul> </li> </ul> </li> <li>c. Disengage main body by taking the following actions: <ul style="list-style-type: none"> <li>(1) Maintain deception using security force and or DLIC and fires.</li> <li>(2) Maintain cohesiveness of the overall operation.</li> </ul> </li> </ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>(3) Move rapidly on multiple routes to designated positions.</p> <p>(4) Avoid fixation on the close-in fight.</p> <p>(5) Enforce the discipline use of routes during the withdrawal.</p> <p>(6) Maintain all-round security during the withdrawal and movement.</p> <p>(7) Report mobility corridor status.</p> <p>d. Employ the reserve force to engage unexpected enemy actions by taking limited offensive action such as spoiling attacks to disorganize or disrupt the enemy or by countering enemy attacks, reinforcing threatened areas, and protecting withdrawal routes, as appropriate.</p> <p>e. Disengage and move as a rear guard (security force). Take the following actions:</p> <p>(1) Balance security and deception with speed as element disengaged.</p> <p>(2) Maintain tactical movement and security techniques until the enemy discontinued pursuit and contact is broken and then withdraw rapidly.</p> <p>(3) Counter any enemy attempts to disrupt the withdrawal or pursuit of the BCT/BN.</p> <p>6. BCT/BN completes withdrawal within times specified in higher HQ orders.</p> <p>7. Upon successful withdrawal from the enemy, the BCT/BN transitions. They take the following actions:</p> <p>(1) Rejoin the overall defense under more favorable conditions. (See Task 07-6-1028, Conduct a Defense [Battalion-Brigade] for further information.)</p> <p style="text-align: center;">or</p> <p>(2) Transition into a retirement and continue to move away from the enemy and toward the next mission. (See Task 17-6-9239, Conduct a Retirement [Battalion-Brigade] for further information.)</p> <p>Assess</p> <p>* 8. BCT/BN commander and staff assess the situation. They take the following actions:</p> <p>a. Conduct mission command and report the developing situation to higher HQ.</p> <p>b. Reposition main and tactical command posts to sustain constant monitoring and tracking of subordinate units and evaluate intelligence that impacts on decision points.</p> <p>9. BCT/BN consolidates as necessary. (Refer to Task 07-6-5037, Conduct Consolidation, for further details.)</p> <p>10. BCT/BN reorganizes as necessary. (Refer to Task 07-6-5082, Conduct Reorganization, for further details.)</p> <p>11. BCT/BN continues operations as directed.</p> <p>“*” indicates a leader task step.</p>		

**SUPPORTING COLLECTIVE TASKS**

<b>Task Number</b>	<b>Task Title</b>
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07-6-1082	Conduct a Passage of Lines as a Stationary Unit (Battalion-Brigade)
07-6-1092	Conduct an Attack (Battalion-Brigade)
07-6-5037	Conduct Consolidation (Battalion-Brigade)
07-6-5082	Conduct Reorganization (Battalion-Brigade)
17-6-3809	Conduct Battle Handover (Battalion-Brigade)
17-6-9239	Conduct a Retirement (Battalion-Brigade)
71-8-2210	Perform Intelligence Preparation of the Battlefield (Battalion-Corps)
71-8-2300	Perform Intelligence, Surveillance, and Reconnaissance (Battalion-Corps)
71-8-5110	Plan Operations Using the Military Decision-Making Process (Battalion-Corps)
71-8-5111	Conduct the Military Decision-Making Process (Battalion-Corps)
71-8-5121	Establish Coordination and Liaison (Battalion-Corps)
71-8-5145	Conduct Composite Risk Management (Battalion-Corps)
71-8-5200	Conduct Command Post Operations (Battalion-Corps)

## Chapter 2

**TASK:** Conduct a Screen (Battalion-Brigade) (17-6-9225)

(FM 3-20.96)

(FM 3-90)

(FM 17-95)

(FM 5-0)

**CONDITIONS:** The brigade combat team (BCT) or battalion (BN) receives an operation order (OPORD) or fragmentary order (FRAGO) directing it to conduct a stationary or moving screen mission for a larger force. The order designates the general trace of the screen, the duration of the screen, and the time it must be established. The BCT/BN may be reinforced with sustainment assets. The BCT/BN has communications and digital connectivity with higher, adjacent, subordinate, and supporting elements. The BCT/BN received guidance on the rules of engagement (ROE). Military, civilian, joint, and multinational partners and news media may be present in the operational environment (OE). Some iterations of this task should be conducted during limited visibility conditions. Some iterations of this task should be performed in mission-oriented protective posture (MOPP) 4.

**STANDARDS:** The BCT/BN coordinates with the screened force commander, and conducts the screen in accordance with (IAW) doctrine, the order, and/or higher headquarters (HQ) commander's guidance. The BCT/BN does not allow any enemy ground element to pass through the screen undetected and unreported. The BCT/BN maintains continuous surveillance of enemy reconnaissance and main body avenues of approach (AA), detects all enemy activity in the area of operation (AO), provides early warning of enemy approach to the screened force, and destroys or repels enemy reconnaissance elements within its capabilities until displacement criteria is met as specified in the OPORD. The BCT/BN complies with the ROE. All overlays and graphics are provided and all communication and reporting is IAW applicable standing operating procedures (SOP).

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>Plan</p> <ul style="list-style-type: none"><li>* 1. The BCT/BN leaders gain and/or maintain situational understanding (SU) using available communications equipment, maps, intelligence summaries, situation reports (SITREPs), and other available information sources. Intelligence sources include human intelligence (HUMINT), signal intelligence (SIGINT), and imagery intelligence (IMINT) to include unmanned aircraft systems (UASs).</li><li>* 2. The BCT/BN commander and staff receive an order of a new mission and begin the military decision-making process (MDMP). (Refer to Task 71-8-5110, Plan Operations Using the Military Decision-Making Process [Battalion–Corps].)</li><li>* 3. The commander and staff coordinate with the protected force commander. They take the following actions:<ul style="list-style-type: none"><li>a. Determine if reinforcements are necessary to accomplish the screen mission.</li><li>b. Coordinate the general trace of the screen and effective time, if appropriate.</li><li>c. Reaffirm area of responsibility.</li><li>d. Determine the interval to be maintained between the BCT/BN and the protected force.</li><li>e. Determine battle/target handover criteria, graphic control measures, and procedures.</li><li>f. Coordinate special requirements or constraints, such as observing named areas of interest (NAI) or target areas of interest (TAI).</li><li>g. Confirm focus of screen is oriented towards:<ul style="list-style-type: none"><li>(1) Terrain.</li><li>(2) Threat.</li></ul></li></ul></li></ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>(3) Friendly unit.</p> <p>h. Confirm if tempo of screen is:</p> <p>(1) Short Duration.</p> <p>(2) Long Duration.</p> <p>(3) Extended Duration.</p> <p>i. Monitor engagement and displacement criteria during mission.</p> <p>* 4. The commander and staff plan the screen mission. They take the following actions:</p> <p>a. Coordinate with higher headquarters and adjacent units to obtain required intelligence products, and initiates a terrain analysis using digital or analog maps and other terrain products.</p> <p>b. Conduct a map reconnaissance that:</p> <p>(1) Identifies screen trace, orientation, lateral and rear boundaries, and NAIs.</p> <p>(2) Identifies enemy AAs and possible objectives for enemy reconnaissance and infiltrating elements.</p> <p>(3) Identifies tentative control measures and dismount and remount points.</p> <p>(4) Selects routes or sectors to facilitate rearward displacement.</p> <p>(5) Disseminates data to subordinate units.</p> <p>c. Integrate the fundamentals of security to:</p> <p>(1) Orient on the force, area, or facility to be protected.</p> <p>(2) Perform continuous reconnaissance.</p> <p>(3) Provide early and accurate warning.</p> <p>(4) Provide reaction time and maneuver space.</p> <p>(5) Maintain threat contact.</p> <p>d. Conduct intelligence preparation of the battlefield (IPB). (Refer to Task 71-8-2210, Perform Intelligence Preparation of the Battlefield [Battalion–Corps].)</p> <p>e. Develop and disseminate the situation template (SITTEMP).</p> <p>f. Develop the reconnaissance and surveillance plan and employ assets to conduct reconnaissance early in the MDMP process. (Refer to Task 71-8-2300, Perform Intelligence, Surveillance, and Reconnaissance [Battalion–Corps].) Take the following actions:</p> <p>(1) Develop a plan that answers the commander's critical information requirements (CCIR) and accomplishes his intent.</p> <p>(2) Integrate use of air assets and unmanned aircraft systems (UASs) if available. Air assets may conduct surveillance:</p> <p>(a) Forward of the screen.</p> <p>(b) To the rear of the screen.</p> <p>(c) To the flanks of ground elements.</p> <p>(d) In gaps between ground elements.</p> <p>(e) To add depth and extend capabilities within sector.</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>(f) When continuous observation of threat elements allows ground forces to displace to subsequent positions.</p> <p>g. Coordinate employment of the BCT/BN to accomplish the mission. Take the following actions:</p> <ul style="list-style-type: none"> <li>(1) Assign units to observe, identify, and report enemy actions.</li> <li>(2) Dispatch liaison officers (LNO) as required.</li> <li>(3) Coordinate for additional combat, sustainment assets for augmentation, as required.</li> <li>(4) Employ protection elements, such as engineers, to provide support to maneuver elements.</li> <li>(5) Designate aviation screen lines for aviation unit(s).</li> </ul> <p>h. Plan for air and ground integration.</p> <p>i. Plan for use of organic and supporting sensor.</p> <p>j. Plan for positioning of mission command elements such as command posts and trains.</p> <p>k. Designate which unit has responsibility for the area between the screening force rear boundary and the screen forces AO.</p> <p>l. Designate graphic control measures that include:</p> <ul style="list-style-type: none"> <li>(1) Initial screen line and forward line of own troops.</li> <li>(2) Subsequent screen lines as phase lines (PL).</li> <li>(3) Passage of lines, graphics, and infiltration lanes.</li> <li>(4) Left and right limits of the screen as well as a PL for the rear boundary.</li> <li>(5) AOs or boundaries for subordinate elements.</li> <li>(6) Rally points, linkup points, contact points, and checkpoints.</li> <li>(7) Direct locations for unit(s) observation posts (OP) on approaches of major concern. They take the following actions: <ul style="list-style-type: none"> <li>(a) Designate NAIs and assigns observation responsibilities.</li> <li>(b) Position electronic warfare (EW) collection assets, if available.</li> </ul> </li> <li>(8) Named areas of interest (NAI) and target areas of interest (TAI).</li> </ul> <p>m. Annotate unit graphic control measures using higher HQ FRAGO overlay as a guide, and disseminates graphics to subordinate units.</p> <p>n. Establish engagement criteria according to:</p> <ul style="list-style-type: none"> <li>(1) Size of enemy force.</li> <li>(2) Formation or type of enemy unit.</li> <li>(3) Location of enemy unit.</li> </ul> <p>o. Integrate and synchronize warfighting functions based on the mission variables of mission, enemy, terrain and weather, troops and support available, time available and civil considerations (METT-TC). Take the following actions:</p> <ul style="list-style-type: none"> <li>(1) Plan fire support (FS) that:</li> </ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> <li>(a) Synchronizes fires to only report, disrupt, and destroy/delay enemy forces and protect all screen force positions.</li> <li>(b) Assigns priority of fires (artillery and mortars) or nonlethal effects and priority of targets.</li> <li>(c) Plans direct and indirect fires, attack aviation, and close air support (CAS).</li> <li>(d) Plans obscuration fires as required, dependent on mission, enemy, terrain and weather, troops and support available, time available, and civil considerations (METT-TC).</li> <li>(e) Plans deception fires, as necessary.</li> <li>(f) Develops fire support coordinating measures (FSCM) such as no fire areas (NFA) to facilitate control and prevent fratricide.</li> <li>(g) Integrates EW with indirect fires and maneuver to disrupt and deceive the enemy.</li> <li>(h) Synchronizes terrain management for the movement and positioning of artillery elements.</li> <li>(i) Conducts a time-distance analysis, covering the enemy's probable rate of advance and the time of flight of artillery or mortars, to synchronize indirect fires.</li> </ul> <p>(2) Develop scheme of engineer operations to support scheme of maneuver, and update engineering overlay data that:</p> <ul style="list-style-type: none"> <li>(a) Ensures terrain visualization products from the higher HQ are available and distributed.</li> <li>(b) Integrates obstacle intelligence (OBSTINTEL) requirements into the priority intelligence requirements (PIR) and reconnaissance and surveillance plan.</li> <li>(c) Ensures confirmed OBSTINTEL is immediately disseminated to all BCT/BN and supporting elements.</li> <li>(d) Designs obstacles forward to delay enemy reconnaissance elements temporarily and assists in their destruction.</li> <li>(e) Identifies required mobility tasks throughout the depth of the BCT/BN AO or axis.</li> <li>(f) Plans SCATMINE systems for flank security and hasty defense as required.</li> <li>(g) Plan engineer mobility operations to maintain MSRs.</li> </ul> <p>(3) Plan CBRN defense support. Take the following actions:</p> <ul style="list-style-type: none"> <li>(a) Integrate CBRN reconnaissance assets into the reconnaissance and surveillance plan.</li> <li>(b) Ensure CBRN reconnaissance assets are positioned to quickly detect enemy use of CBRN at anticipated times and locations.</li> <li>(c) Develop a plan or required adjustments to SOP to disseminate CBRN threats to all BCT/BN and supporting elements immediately upon detection.</li> </ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> <li>(d) Integrate and synchronize the use of smoke to support critical actions.</li> <li>(e) Coordinate immediate and thorough decontamination plans based on the commander's priorities and vulnerability analysis, and disseminates planned and active sites.</li> <li>(f) Plan for alternate routes, collection points, and aid stations for evacuation of contaminated casualties and equipment.</li> <li>(4) Plan and coordinate air and missile defense (AMD) support. Take the following actions: <ul style="list-style-type: none"> <li>(a) Integrate short-range air defense (SHORAD) and high-to-medium altitude air defense (HIMAD) employment considerations.</li> <li>(b) Ensure adequate AMD coverage of the BCT/BN during movement to screen location.</li> <li>(c) Plan for increased AMD coverage of areas where the BCT/BN is most vulnerable to air attacks, such as movements through restrictive terrain.</li> <li>(d) Prioritize AMD coverage of the BCT/BN based on the high risk of attack because of criticality, vulnerability, recoupment, and threat. High risk elements include trains, CPs, LOGPACs and AAs.</li> </ul> </li> <li>(5) Plan logistics to maintain a continuous sustainment during all operations. Take the following actions: <ul style="list-style-type: none"> <li>(a) Integrate the movement and positioning of the BCT/BN support unit(s) and attached sustainment assets with the scheme of maneuver.</li> <li>(b) Integrate refueling, rearming, and resupply operations with the scheme of maneuver.</li> <li>(c) Ensure adequate support to reconnaissance elements.</li> <li>(d) Keep maintenance assets and other support teams well forward.</li> <li>(e) Considerations include pre-positioning limited amounts of ammunition, passage of lines (POL), and barrier material in centrally located forward positions and on subsequent positions in depth.</li> <li>(f) Plan supply routes to all BCT/BN element's locations.</li> <li>(g) Plan immediate support to high-risk operations.</li> <li>(h) Plan and coordinates casualty evacuation assets.</li> <li>(i) Establish drop points for movement of key supplies.</li> <li>(j) Plan on-order control measures, logistics release points (LRPs), unit maintenance collection points, and ambulance exchange points.</li> </ul> </li> <li>p. Develop contingency plan for contact with the enemy prior to reaching initial screen line.</li> <li>q. Conduct composite risk management. (Refer to Task 71-8-5145, Conduct Composite Risk Management [Battalion–Corps].)</li> </ul>		



TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> <li>r. Plan movement of units performing flank screen.</li> <li>s. Plan limited visibility surveillance requirements.</li> <li>t. Coordinate for air and ground unit(s) passage of lines, if necessary.</li> </ul> <p>5. The commander and staff publish the order and distribute throughout the BCT/BN.</p> <p>Prepare</p> <p>6. The BCT/BN prepares for the screening mission. They take the following actions:</p> <ul style="list-style-type: none"> <li>a. Refine the plan based on continuously updated intelligence.</li> <li>b. Conduct extensive reconnaissance.</li> <li>c. Conduct rehearsal(s) during daylight and periods of reduced visibility, if possible.</li> <li>d. Position forces.</li> </ul> <p>Execute</p> <p>7. The BCT/BN executes the screen. They take the following actions:</p> <ul style="list-style-type: none"> <li>a. Move to and occupy initial screen line.</li> <li>b. Establish OPs along or slightly forward of the initial screen line as dictated by terrain. Units take the following actions: <ul style="list-style-type: none"> <li>(1) Occupy assigned positions.</li> <li>(2) Reconnoiter forward of ground positions or reconnoiter terrain hard to reach by ground vehicles.</li> <li>(3) Conduct patrols between OPs and in areas that cannot be observed as the situation permits.</li> </ul> </li> <li>c. Maintain contact with the protected force.</li> <li>d. Maintain continuous surveillance of enemy elements in the AO. Take the following actions: <ul style="list-style-type: none"> <li>(1) Orient units on enemy reconnaissance and main body AAs.</li> <li>(2) Report all observed enemy activity.</li> </ul> </li> <li>e. Detect and report all enemy ground elements attempting to pass through the screen.</li> <li>f. Allow no enemy ground element to pass through the screen undetected and unreported.</li> <li>g. Provide early warning to the screened force. Take the following actions: <ul style="list-style-type: none"> <li>(1) Impede and harass the enemy with supporting indirect fires.</li> <li>(2) Employ indirect fire whenever possible.</li> <li>(3) Employ direct fire, if necessary, to accomplish mission.</li> <li>(4) Report any activity in the AO by spot reports (SPOTREPs).</li> <li>(5) Avoid becoming decisively engaged.</li> </ul> </li> <li>h. Maintain contact with the enemy once contact is made.</li> <li>i. Destroy, defeat, or repel all enemy reconnaissance patrols using available systems and support.</li> </ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>j. Impede and harass the enemy using available systems and support.</p> <p>k. Determine the direction of threat movement.</p> <p>l. Displace units to the subsequent screen lines on order. Take the following actions:</p> <ul style="list-style-type: none"> <li>(1) Maintain enemy contact while displacing.</li> <li>(2) Deploy on subsequent screen line and continues to screen.</li> <li>(3) Report enemy activities even while displacing.</li> </ul> <p>m. Ensure units conduct patrols between OPs, and in areas that cannot be observed, as the situation permits.</p> <p>n. Use all available night and thermal observation devices and electronic surveillance devices during periods of limited visibility.</p> <p>o. If conducting a moving screen, take the following actions:</p> <ul style="list-style-type: none"> <li>(1) For screening a flank of the protected unit, the BCT/BN occupies a series of successive screens that maintain the time and distance factors of the main body commander.</li> <li>(2) For advance or rear screens, the BCT/BN moves its units in the AO using extended zone reconnaissance (advance screen) or extended delay (rear screen) techniques.</li> <li>(3) Maintain same speed as protected force.</li> <li>(4) Maintain same distance from protected force.</li> <li>(5) Employ air elements and sensors to assume screen mission during ground movement.</li> <li>(6) Use preplanned routes to subsequent position unless prevented by enemy situation.</li> </ul> <p>p. Maintain continuous communication with subordinate elements and higher HQ.</p> <p>q. Comply with ROE.</p> <p>Assess</p> <p>* 8. The commander and staff maintain SU and control movement of the screen; on order, conduct battle handover and rearward passage of lines with main body; and prepare for subsequent missions. They take the following actions:</p> <ul style="list-style-type: none"> <li>a. Direct elements to move, on order, to successive screen lines.</li> <li>b. Use FRAGOs and graphic control measures to direct the moves.</li> <li>c. Direct elements to report when they occupy new screen lines or OPs.</li> <li>d. Consolidate as necessary. (Refer to Task 07-6-5037, Conduct Consolidation [Battalion–Brigade].)</li> <li>e. Reorganize as necessary. (Refer to Task 07-6-5082, Conduct Reorganization [Battalion–Brigade].)</li> <li>f. Continue operations as directed.</li> </ul> <p>“*” indicates a leader task step.</p>		

**SUPPORTING COLLECTIVE TASKS**

<b>Task Number</b>	<b>Task Title</b>
07-6-1036	Conduct a Delay (Battalion-Brigade)
07-6-5037	Conduct Consolidation (Battalion–Brigade)
07-6-5082	Conduct Reorganization (Battalion–Brigade)
17-6-3809	Conduct Battle Handover (Battalion-Brigade)
17-6-9222	Conduct a Guard (Battalion-Brigade)
17-6-9314	Conduct Zone Reconnaissance (Battalion-Brigade)
71-8-2210	Perform Intelligence Preparation of the Battlefield (Battalion–Corps)
71-8-2300	Perform Intelligence, Surveillance, and Reconnaissance (Battalion-Corps)
71-8-5110	Plan Operations Using the Military Decision-Making Process (Battalion–Corps)
71-8-5111	Conduct the Military Decision-Making Process (Battalion-Corps)
71-8-5145	Conduct Composite Risk Management (Battalion–Corps)

## Chapter 2

**TASK:** Conduct a Guard (Battalion-Brigade) (17-6-9222)

(FM 3-90)

(FM 17-95)

(FM 5-0)

**CONDITIONS:** The brigade combat team (BCT) or battalion (BN) has received an operations order (OPORD) or fragmentary order (FRAGO) directing it to conduct an advance, flank, or rear guard mission. The BCT/BN may be reinforced with additional maneuver, engineer, or fire support assets. The BCT/BN has been given the trace of the guard and effective time, if appropriate; the width and rear boundary battle handover line (BHL) of the guard sector; the location and concept of the operation of the force to be protected; and the higher headquarters (HQ) commander's intent. The BCT/BN has communications and digital connectivity with required headquarters/units at all echelons. All overlays and graphics are provided and all communication and reporting are in accordance with (IAW) applicable standing operating procedures (SOP). The BCT/BN received guidance on the rules of engagement (ROE). Military, civilian, joint, and multinational partners and media may be in the operational environment (OE). Some iterations of this task should be conducted during limited visibility conditions. Some iterations of this task should be performed in mission-oriented protective posture (MOPP) 4.

**STANDARDS:** The BCT/BN coordinated with the protected force commander, and conducted the mission IAW doctrine, SOP, the order, and/or higher headquarters (HQ) commander's guidance within the time specified in the OPORD. The BCT/BN destroyed the enemy, caused the withdrawal of, or fixed the enemy before they could engage the protected force with direct fire. The BCT/BN oriented on the movement of the protected force, maintained contact with enemy forces, and reported activity in the area of operation (AO). The BCT/BN maintained continuous surveillance of assigned avenues of approach in the AO under all visibility conditions. The BCT/BN used all available means, including decisive engagement, to prevent the enemy from penetrating to a position where it could observe and engage the protected force. The BCT/BN continued these actions until displacement criteria were met as specified in the OPORD.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>Plan</p> <ul style="list-style-type: none"><li>* 1. BCT/BN leaders gain and/or maintain situational understanding (SU) using available communications equipment, maps, intelligence summaries, situation reports (SITREPs), and other available information sources. Intelligence sources include human intelligence (HUMINT), signal intelligence (SIGINT), and imagery intelligence (IMINT) to include unmanned aircraft systems (UAS).</li><li>* 2. BCT/BN commander and staff receive an order or anticipate a new mission and begin the military decision-making process (MDMP). (Refer to Task 71-8-5110, Plan Operations Using the Military Decision-Making Process [Battalion-Corps] for further details.) They take the following actions:<ul style="list-style-type: none"><li>a. Employ reconnaissance and military intelligence units early in the MDMP process (refer to Task 71-8-2300, Perform Intelligence, Surveillance, and Reconnaissance [Battalion-Corps] for further details).</li><li>b. Plans the guard mission within the security area as:<ul style="list-style-type: none"><li>(1) an area defense (refer to Task 07-6-1028, Conduct a Defense [Battalion-Brigade] for further details).</li><li>(2) a delay (refer to Task 07-6-1036, Conduct a Delay [Battalion-Brigade] for further details).</li><li>(3) a zone reconnaissance (refer to Task 17-6-9314, Conduct Zone Reconnaissance [Battalion-Brigade] for further details).</li></ul></li></ul></li></ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>(4) a movement to contact (refer to Task 07-6-1072, Conduct a Movement to Contact [Battalion–Brigade] for further details).</p> <p>* 3. Commander and staff coordinate with the protected force commander. They take the following actions:</p> <ol style="list-style-type: none"> <li>Determine if augmentations are necessary to accomplish the guard mission, to include additional maneuver and sustainment assets.</li> <li>Coordinate the general trace of the guard and effective time, if appropriate.</li> <li>Determine area of responsibility for the guard force.</li> <li>Determine the distance between the guard force and protected force.</li> <li>Determine special requirements or constraints, such as observing named areas of interest (NAI) or target areas of interest (TAI).</li> <li>Coordinate time and/or event criteria for battle handover.</li> </ol> <p>* 4. Commander and staff plan the guard mission and take the following actions:</p> <ol style="list-style-type: none"> <li>Coordinate with higher HQ and adjacent units to obtain required intelligence products, and initiates a terrain analysis utilizing maps and other terrain products.</li> <li>Conduct a map reconnaissance and take the following actions:               <ol style="list-style-type: none"> <li>Determine general trace, orientation, lateral and rear boundaries, and NAIs.</li> <li>Identify current and subsequent locations of the protected force.</li> <li>Identify route(s) to and between defensive sectors and/or phase lines (PL).</li> <li>Identify key terrain and target reference points (TRP) throughout the zone or sector.</li> <li>Identify likely enemy avenues of approach.</li> </ol> </li> <li>Integrate the fundamentals of security and take the following actions:               <ol style="list-style-type: none"> <li>Orient on the protected force.</li> <li>Perform continuous reconnaissance.</li> <li>Provide early and accurate warning.</li> <li>Provide reaction time and maneuver space.</li> <li>Maintain enemy contact.</li> </ol> </li> <li>Conduct intelligence preparation of the battlefield (IPB). (Refer to Task 71-8-2210, Perform Intelligence Preparation of the Battlefield [Battalion-Corps]).</li> <li>Develop and disseminate the intelligence estimate and situation template (SITTEMP), which includes the following:               <ol style="list-style-type: none"> <li>Location and orientation of enemy forces.</li> <li>Enemy counterattack objectives and the location of enemy reserves.</li> <li>Terrain intelligence.</li> <li>Location of enemy target acquisition assets.</li> <li>Positioning of enemy air missile and defense (AMD) assets.</li> <li>Enemy obstacle systems, including tactical and protective obstacles and scatterable mines (SCATMINE).</li> <li>Enemy's use of chemical, biological, radiological, and nuclear (CBRN) weapons, including the ranges of delivery systems.</li> <li>Likely enemy air avenues of approach.</li> </ol> </li> <li>Develop a reconnaissance plan that:               <ol style="list-style-type: none"> <li>Provides information necessary for the commander and staff to maintain situational understanding (SU) and supports the planning process throughout the duration of the mission.</li> </ol> </li> </ol>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>(2) Answers the commander's priority intelligence requirements (PIR) and accomplishes his intent.</p> <p>g. Coordinate employment of the BCT/BN to accomplish the mission and take the following actions:</p> <ul style="list-style-type: none"> <li>(1) Assign sufficient combat power to delay, force the withdrawal, or fix the lead elements of an enemy ground force before it can engage the main body with direct fires.</li> <li>(2) Designate and position a reserve, if possible.</li> <li>(3) Dispatch liaison officers (LNO) as required.</li> <li>(4) Coordinate for and employs additional movement and maneuver and sustainment elements as required.</li> <li>(5) Integrate obstacles with maneuver and fires.</li> </ul> <p>h. Plan for air and ground unit integration.</p> <p>i. Plan for independent operations of aviation units in depth or in a zone or sector, if desired.</p> <p>j. Plan for positioning of command post (CP) elements.</p> <p>k. Designate which unit has responsibility for the area between the guard force and the protected force AO.</p> <p>l. Designate graphic control measures that include:</p> <ul style="list-style-type: none"> <li>(1) Line of departure (LD) and subsequent phase lines (PL).</li> <li>(2) Left and right limits.</li> <li>(3) Sectors, areas, or boundaries for subordinate elements.</li> <li>(4) Designates locations for battle positions.</li> <li>(5) Designates NAIs, TAIs, engagement areas (EA), and kill zones.</li> <li>(6) Passage of lines graphics.</li> <li>(7) Rally points, link up points, contact points, and checkpoints.</li> </ul> <p>m. Integrate and synchronize the operation IAW warfighting functions (WFF) and take the following actions:</p> <ul style="list-style-type: none"> <li>(1) Plan fire— <ul style="list-style-type: none"> <li>(a) Synchronize fires to suppress, neutralize, and destroy critical enemy forces.</li> <li>(b) Assign priority of fires, lethal and nonlethal effects, and priority of targets.</li> <li>(c) Assure that obstacles are covered with fires.</li> <li>(d) Plan and coordinate obscuration fires as required (METT-TC dependent).</li> <li>(e) Plan deception fires.</li> <li>(f) Plan indirect fires and close air support (CAS).</li> <li>(g) Plan locations of no-fire areas (NFA) to protect critical actions.</li> <li>(h) Develop control measures to prevent fratricide.</li> </ul> </li> <li>(2) Plan protection— <ul style="list-style-type: none"> <li>(a) Address each task and assign responsibility when developing the scheme of engineer operations (SOEO).</li> <li>(b) Utilize digital and photographic terrain visualization products from higher HQ, when available.</li> <li>(c) Integrates obstacle intelligence (OBSTINTEL) requirements into the PIR and reconnaissance plan.</li> <li>(d) Disseminate confirmed OBSTINTEL as soon as possible to all unit elements, including sustainment units.</li> <li>(e) Identify required mobility tasks in depth throughout the AO.</li> </ul> </li> </ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> <li>(f) Plan adequate mission command to rapidly shift priority of effort and support.</li> <li>(g) Plan obstacles in depth to support maneuver and SCATMINE systems for flank security and hasty defense as required.</li> <li>(h) Integrate organic and attached CBRN reconnaissance assets into the reconnaissance plan.</li> <li>(i) Ensure CBRN assets are positioned to quickly detect enemy use of CBRN.</li> <li>(j) Develop a plan to immediately disseminate CBRN threats, once detected, throughout the unit.</li> <li>(k) Integrate and synchronize the use of smoke to support critical actions such as breaching or assaults.</li> <li>(l) Coordinate immediate and thorough decontamination plans based on the commander's priorities and vulnerability analysis, and disseminate information that identifies planned and active decontamination site locations.</li> <li>(m) Plan for increased air and missile defense (AMD) coverage of areas where the unit is most vulnerable to air attacks.</li> <li>(n) Shift assets as required by phase of the operation.</li> <li>(o) Integrate short-range air defense (SHORAD) and high-to-medium altitude air defense (HIMAD) employment considerations.</li> </ul> <p>(3) Plans sustainment—</p> <ul style="list-style-type: none"> <li>(a) Assign priority of sustainment support.</li> <li>(b) Integrate the movement and positioning of the BCT/BN sustainment assets with the scheme of maneuver to ensure immediate support of anticipated requirements.</li> <li>(c) Coordinate immediate support to high-risk operations such as breaching or assaults by forward positioning of sustainment assets.</li> <li>(d) Support a rapid reorganization by timing the arrival of sustainment forces to help support forward once the mission is complete.</li> <li>(e) Plan and coordinate for casualty evacuation assets.</li> <li>(f) Consider force protection at all times.</li> </ul> <ul style="list-style-type: none"> <li>n. Conduct composite risk assessment. (Refer to Task 71-8-5145, Conduct Composite Risk Management [Battalion–Corps].)</li> <li>o. Determine disengagement and displacement criteria.</li> <li>p. Designate on-order BPs to block likely avenues of approach.</li> <li>q. Coordinate battle handover with the protected force, if necessary.</li> <li>r. Coordinate for forward passage of lines, if necessary.</li> <li>s. Develop air and ground movement plans.</li> </ul> <p>Prepare</p> <p>5. BCT/BN prepares for the mission and takes the following actions:</p> <ul style="list-style-type: none"> <li>a. Refines the plan based on continuously updated intelligence and on the developed plan of the protected unit(s).</li> <li>b. Coordinates extensive reconnaissance operations. <ul style="list-style-type: none"> <li>(1) Seeks to determine the enemy's strength and disposition.</li> <li>(2) Determines location, orientation, type, depth, and composition of obstacles.</li> <li>(3) Determines locations of secure bypasses around obstacles.</li> <li>(4) Determines composition, disposition, and strength of reserves.</li> </ul> </li> </ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> <li>c. Conducts rehearsals for normal and limited visibility conditions, if possible.</li> <li>d. Positions forces IAW the concept of operations.</li> </ul> <p>Execute</p> <ul style="list-style-type: none"> <li>6. BCT/BN exercises mission command of the guard mission and takes the following actions:               <ul style="list-style-type: none"> <li>a. Coordinates and synchronizes actions of the air and ground units.</li> <li>b. Positions main and tactical command posts (CP) where they can best communicate with subordinate elements.</li> <li>c. Directs units to move between PLs or to successive positions.</li> <li>d. Keeps higher HQ and the protected unit(s) informed of the situation.</li> </ul> </li> <li>7. BCT/BN executes assigned guard mission IAW the time specified in the OPORD and takes the following actions:               <ul style="list-style-type: none"> <li>a. Units conduct passage of lines as required.</li> <li>b. Maneuvers ground combat forces to maintain protection of the protected unit(s) and observation of the zone or sector.</li> <li>c. Employs air elements to screen to the front or flanks and to attack moving enemy forces.</li> <li>d. Destroys or fixes the enemy force.</li> <li>e. Maintains contact with enemy forces and protected friendly force, and reports activity in the AO.</li> <li>f. Maintains continuous surveillance of the avenues of approach of the AO.</li> <li>g. Delays the enemy, attacks him with long range fires, and reports his presence to the main body commanders.</li> <li>h. Causes the enemy main body to deploy, and then reports its direction of movement.</li> <li>i. Allows no enemy ground element to pass through the security area undetected and unreported.</li> <li>j. Destroys or causes the withdrawal of all enemy reconnaissance patrols.</li> <li>k. Maintains contact with the main body and any other security forces operating on its flanks.</li> <li>l. Uses all available means to prevent the enemy from penetrating to a position where it could observe and engage the main body.</li> <li>m. Operates within the range of the main body's fire support weapons.</li> <li>n. Conducts advance guard, if assigned take the following actions:                   <ul style="list-style-type: none"> <li>(1) Advance guard for a stationary force, as needed—                       <ul style="list-style-type: none"> <li>(a) Defend IAW main body commander's intent.</li> <li>(b) Delay IAW main body commander's intent.</li> </ul> </li> <li>(2) Advance guard for a moving force usually conducts a movement to contact. (Refer to Task 07-6-1072, Conduct a Movement to Contact (Battalion-Brigade) for more details.). If assigned take the following actions—                       <ul style="list-style-type: none"> <li>(a) Advance in AO, maintaining adequate distance forward of the main body to allow the time and space in which to react to an enemy force to its front.</li> <li>(b) Reduce obstacles to create lanes or improve existing lanes as required to support maneuver of the main body.</li> <li>(c) Eliminate enemy forces bypassed by covering force elements.</li> </ul> </li> </ul> </li> </ul> </li> </ul>		



TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>(d) Coordinate and conduct a forward passage of lines through the covering force and fix enemy forces in the enemy's main defensive positions to allow the friendly main body to maneuver.</p> <p>o. Conducts flank guard. If assigned take the following actions:</p> <ul style="list-style-type: none"> <li>(1) Guard a stationary force by: <ul style="list-style-type: none"> <li>(a) Establishing BPs and/or observation posts.</li> <li>(b) Establishing ground and air patrols forward of BPs and/or observation posts.</li> </ul> </li> <li>(2) Guard a moving force by: <ul style="list-style-type: none"> <li>(a) Ensuring IPB specifically defines the flank guard AO and develops a reconnaissance plan with specific reconnaissance objectives.</li> <li>(b) Monitoring potential enemy avenues of approach for as long as they threaten the main body.</li> <li>(c) Maintaining contact with the trailing element of the protected force's main body.</li> <li>(d) Reconnoitering the area between the main body and the flank guard's route of advance.</li> </ul> </li> <li>(3) Regulate the movement along the route of advance by the pace of the main body, the distance to the objective, and the enemy situation.</li> <li>(4) Units use one of three methods of movement based on the enemy situation— <ul style="list-style-type: none"> <li>(a) Successive bounds.</li> <li>(b) Alternate bounds.</li> <li>(c) Continuous march.</li> </ul> </li> <li>(5) Occupy blocking positions if the protected main body stops moving.</li> <li>(6) Attack, delay, defend to defeat, force the withdrawal, or fix enemy ground forces before they can engage the main body.</li> </ul> <p>p. Conduct rear guard. If assigned take the following actions:</p> <ul style="list-style-type: none"> <li>(1) Maintain contact with the main body.</li> <li>(2) Protect the rear of the main body by conducting a defense or a delay.</li> <li>(3) Follow the same axis of advance as the protected force at a distance prescribed by the main body commander.</li> <li>(4) Displace units to successive BPs along PLs or delay lines in depth as the main body moves (if conducting rear guard for a moving force).</li> <li>(5) Delay or defend to defeat or fix enemy ground forces before they can engage the main body.</li> </ul> <p>8. BCT/BN completes guard mission.</p> <ul style="list-style-type: none"> <li>a. Conducts battle handover with protected force and or follow-on guard force.</li> <li>b. Withdraws or displaces as directed or IAW protected force or higher HQ commander's intent.</li> </ul> <p>Assess</p> <p>* 9. BCT/BN commander and staff assess the situation.</p> <ul style="list-style-type: none"> <li>a. Conduct mission command and report the developing situation to higher HQ.</li> <li>b. Reposition main and tactical command posts to sustain constant monitoring and tracking of subordinate units and to evaluate intelligence that impacts on decision points.</li> </ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
10. BCT/BN consolidate as required. (Refer to Task 07-6-5037, Conduct Consolidation [Battalion-Brigade].)		
11. BCT/BN reorganize as required. (Refer to Task 07-6-5082, Conduct Reorganization [Battalion-Brigade].)		
12. BCT/BN continues operations as directed.		
“*” indicates a leader task step.		

### SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
07-6-1028	Conduct a Defense (Battalion-Brigade)
07-6-1036	Conduct a Delay (Battalion-Brigade)
07-6-1072	Conduct a Movement to Contact (Battalion-Brigade)
07-6-5037	Conduct Consolidation (Battalion-Brigade)
07-6-5082	Conduct Reorganization (Battalion-Brigade)
07-6-6073	Secure Civilians During Operations (Battalion-Brigade)
17-6-9225	Conduct a Screen (Battalion-Brigade)
17-6-9314	Conduct Zone Reconnaissance (Battalion-Brigade)
71-8-2210	Perform Intelligence Preparation of the Battlefield (Battalion-Corps)
71-8-2300	Perform Intelligence, Surveillance, and Reconnaissance (Battalion-Corps)
71-8-5110	Plan Operations Using the Military Decision-Making Process (Battalion-Corps)
71-8-5145	Conduct Composite Risk Management (Battalion-Corps)

**TASK:** Conduct Lines of Communication Security (Battalion-Brigade) (17-6-9406)

(FM 3-20.96)

(FM 3-90)

(FM 3-90.6)

**CONDITIONS:** The brigade combat team (BCT) or battalion (BN) is ordered to secure lines of communication (LOC) in a division, corps, or joint task force (JTF) rear area. The forward units may be occupying a noncontiguous area of operation (AO). All necessary personnel and equipment are available. The BCT/BN may be augmented with a rotary-wing aviation element. The BCT/BN has communications with higher, adjacent, subordinate, and supporting elements. All overlays and graphics are provided. Military, civilian, joint and multinational partners, and news media may be present in the operational environment (OE). Contact is possible. The BCT/BN received guidance on the rules of engagement (ROE). Some iterations of this task should be conducted during limited visibility. Some iterations of this task should be performed in mission-oriented protective posture (MOPP) 4.

**STANDARDS:** The BCT/BN coordinates the LOC security mission with the higher headquarters. The BCT/BN conducts initial route reconnaissance and establishes a screen, patrols, and defensive positions along the route(s). Units establish combat outposts and/or patrols to overwatch critical points, bases/base clusters, choke points, and bridges along the route(s). The BCT/BN aviation assets perform reconnaissance, security, attack, and defensive operations in support of the BCT/BN. The BCT/BN establishes a reserve or quick reaction force (QRF) at BCT/BN and/or lower echelon level to respond to threat actions. The BCT/BN conducts convoy security missions along the route(s). All communication and reporting are in accordance with (IAW) applicable standing operating procedures (SOP). The BCT/BN complies with the ROE.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>Plan</p> <ul style="list-style-type: none"> <li>* 1. The BCT/BN leaders gain and/or maintain situational understanding (SU) using available communications equipment, maps, intelligence summaries, situation reports (SITREPs), and other available information sources. Intelligence sources include human intelligence (HUMINT), signal intelligence (SIGINT), and imagery intelligence (IMINT) to include unmanned aircraft systems (UASs).</li> <li>* 2. The BCT/BN commander and staff receive an order of a new mission and begin the military decision-making process (MDMP). (Refer to Task 71-8-5110, Plan Operations Using the Military Decision-Making Process [Battalion-Corps].) They take the following actions:               <ul style="list-style-type: none"> <li>a. Develop a reconnaissance and security plan and deploy reconnaissance and security assets. Develop a plan that focuses on:                   <ul style="list-style-type: none"> <li>(1) The enemy.</li> <li>(2) The force being protected.</li> <li>(3) A protected asset, or</li> <li>(4) Any combination of the following:</li> </ul> </li> <li>b. Employ reconnaissance units and military intelligence units early in the MDMP process. (Refer to Task 71-8-2300, Perform Intelligence, Surveillance, and Reconnaissance [Battalion-Corps].)</li> <li>c. Coordinate with higher HQ and adjacent units to obtain required intelligence products and other terrain products.</li> <li>d. Conduct a map reconnaissance of all assigned routes and the terrain that controls those routes.</li> </ul> </li> </ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> <li>e. Update the joint common database and common operational picture (COP) providing current SU, to provide timely and accurate information for intelligence preparation of the battlefield (IPB) and the planning process.</li> <li>f. Integrate and synchronize warfighting functions based on the mission variables of mission, enemy, terrain and weather, troops and support available, time available and civil considerations (METT-TC).</li> <li>g. Conduct IPB. (Refer to Task, 71-8-2210, Perform Intelligence Preparation of the Battlefield [Battalion-Corps].)</li> <li>h. Develop and disseminate the situation template (SITTEMP) that includes:               <ul style="list-style-type: none"> <li>(1) Location and orientation of enemy forces in the rear area, including irregular and special operations forces.</li> <li>(2) Weapons and tactics of the enemy.</li> <li>(3) Attitudes of civilians in the rear area and their willingness to support or cooperate with enemy forces</li> <li>(4) Locations of choke points, ambush sites, and possible obstacles along the route(s).</li> <li>(5) Enemy air avenues of approach (AA).</li> </ul> </li> <li>i. Plan for convoy escort. Take the following actions:               <ul style="list-style-type: none"> <li>(1) Organize convoy security into advance guard, security, escort elements, and reaction force.</li> <li>(2) Coordinate the following with escorted elements:                   <ul style="list-style-type: none"> <li>(a) Current threat situation to include paramilitary and criminal organizations.</li> <li>(b) Threat trends and recent activities.</li> <li>(c) Potential ambush sites.</li> <li>(d) Civilian traffic situation, to include refugees and potential congested areas.</li> <li>(e) Route conditions, choke points, and off-road trafficability.</li> </ul> </li> <li>(3) Designate movement order, vehicle distances, and march rates.</li> <li>(4) Designate locations of leaders, communications, medical support, and critical weapons systems within the convoy.</li> <li>(5) Plan actions at danger and congested areas.</li> <li>(6) Plan the following actions on contact to include escorted vehicles and the security element, escort element, and QRF:                   <ul style="list-style-type: none"> <li>(a) Indirect fire and air attack.</li> <li>(b) Obstacles clearance or bypass.</li> <li>(c) Sniper fire.</li> <li>(d) Near and far ambush.</li> <li>(e) Civilian demonstrations and disturbances.</li> </ul> </li> </ul> </li> <li>j. Establish a reserve by:</li> </ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>(1) Designating the reserve element.</p> <p>(2) Designating control measures.</p> <p>(3) Defining linkup procedures.</p> <p>(4) Identifying conditions for employment.</p> <p>k. Coordinate with the higher HQ rear area command post (CP) for:</p> <p>(1) Routes and movement schedules.</p> <p>(2) Known or suspected friendly/enemy activity.</p> <p>(3) Existing obstacles or contamination that affects the LOCs.</p> <p>(4) Choke points that may canalize movement.</p> <p>(5) Location of bridges, over/underpasses, and past ambush sites.</p> <p>(6) Frequencies and call signs.</p> <p>(7) Status of host nation police or military forces in the rear area.</p> <p>l. Conduct composite risk management. (Refer to Task 71-8-5145, Conduct Composite Risk Management [Battalion-Corps].)</p> <p>Prepare</p> <p>3. The BCT/BN prepares to conduct LOC security. They take the following actions:</p> <p>a. Refine the plan based on continuously updated intelligence.</p> <p>b. Conduct extensive reconnaissance.</p> <p>c. Conduct rehearsal during daylight and periods of reduced visibility, if possible.</p> <p>e. Complete task organization.</p> <p>f. Position forces.</p> <p>Execute</p> <p>4. The BCT/BN conducts route security missions IAW area commander's guidance and METT-TC. (Refer to Task 07-2-1450 Secure Routes [Platoon-Company].)</p> <p>5. Units conduct convoy security missions IAW area commander's guidance and METT-TC. They take the following actions:</p> <p>a. Conduct route reconnaissance in advance of convoy.</p> <p>b. Accept and transfer control of security of the convoy to the designated organization at the specified location.</p> <p>c. Clear route by reducing obstacles, defeating threat ambushes and attacks, or controlling civilians.</p> <p>d. Units conduct convoy escort and defend convoy against ambushes and attacks. They take the following actions:</p> <p>(1) Reconnaissance element conducts route reconnaissance.</p> <p>(2) Security element organizes to conduct advance, rear guard, and flank screens.</p> <p>(3) Escort element disperses throughout the march order.</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>(4) Reserve or QRF is positioned where it can best react to threat based on terrain and trafficability.</p> <p>(5) The BCT/BN aviation elements, if available, take the following actions:</p> <ul style="list-style-type: none"> <li>(a) Reconnoiter in advance or to the flanks of the reconnaissance element.</li> <li>(b) Establish a moving flank screen for the convoy's main body.</li> <li>(c) Employ indirect fire support and coordinate close air support (CAS), as needed.</li> <li>(d) Serve as a reserve or QRF and responds to ambushes or attacks on convoys, bases, or checkpoints on the LOC.</li> </ul> <p>Assess</p> <p>6. The commander and staff conduct assessment throughout the mission. They take the following actions:</p> <ul style="list-style-type: none"> <li>a. Continuously monitor and update the COP and the progress of the operation.</li> <li>b. Direct adjustments to ensure that operations remain aligned with the commander's intent.</li> </ul> <p>7. The BCT/BN consolidates as necessary. (Refer to Task 07-6-5037, Conduct Consolidation [Battalion-Brigade].)</p> <p>8. The BCT/BN reorganizes as necessary. (Refer to Task 07-6-5082, Conduct Reorganization [Battalion-Brigade].)</p> <p>9. The BCT/BN continues operations as directed.</p> <p>“*” indicates a leader task step.</p>		

### SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
07-6-1272	Conduct Area Security (Battalion-Brigade)
07-6-5037	Conduct Consolidation (Battalion-Brigade)
07-6-5082	Conduct Reorganization (Battalion-Brigade)
19-2-2401	Supervise the Establishment of Roadblocks and Checkpoints
19-3-1102	Conduct Route Reconnaissance and Surveillance
19-3-2406	Conduct Roadblock and Checkpoint
19-6-2406	Plan Roadblocks and Checkpoints (BCT PM)
63-6-2036	Develop the Operational Area Security Plan
71-8-2210	Perform Intelligence Preparation of the Battlefield (Battalion-Corps)
71-8-2300	Perform Intelligence, Surveillance, and Reconnaissance (Battalion-Corps)
71-8-5110	Plan Operations Using the Military Decision-Making Process (Battalion-Corps)
71-8-5145	Conduct Composite Risk Management (Battalion-Corps)
07-2-1450	Secure Routes (Platoon-Company)

**TASK:** Coordinate Convoy Security Operations (19-1-2007)

(FM 4-01.45)

(DA FORM 1156)

(FM 55-30)

**CONDITIONS:** A military police battalion is directed to provide convoy security within the area of operation (AO). The battalion commander directs the battalion staff to plan and coordinate the convoy security mission. Training and evaluations may be performed in a full spectrum training environment, such as an urban area.

**NOTE:** This task applies to other types of units that have a directed convoy security mission. Some iterations of this task should be performed in mission-oriented protective posture 4 (MOPP4).

**STANDARDS:** The battalion staff develops plans, and subordinate elements provide security. The time required to perform this task is increased when conducting it in MOPP4.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> <li>* 1. The BN commander receives the convoy security mission from higher HQ.</li> <li>* 2. The BN commander issues initial guidance.</li> <li>* 3. The BN operations (S-3) officer issues a warning order (WARNO).</li> <li>4. The BN staff conducts a mission analysis.</li> </ul> <p><b>NOTE:</b> A complete analysis should be conducted if the situation and amount of time available permit.</p> <ul style="list-style-type: none"> <li>a. Analyzes the higher HQ order.               <ul style="list-style-type: none"> <li>(1) Conducts intelligence preparation of the battlefield (IPB), focusing on route conditions, threats, convoy vulnerabilities, and obstacles.</li> <li>(2) Evaluates the route, including local traffic classifications and regulations governing main supply routes (MSRs) and alternate supply routes (ASRs).</li> <li>(3) Evaluates the threat to determine its most likely and most dangerous courses of action (COAs).</li> </ul> </li> <li>b. Develops the COAs.               <ul style="list-style-type: none"> <li>(1) Identifies the risks.</li> <li>(2) Considers the intent of the battalion commander and higher HQ.</li> <li>(3) Recommends the best course of action (COA).</li> </ul> </li> </ul> <p><b>NOTE:</b> The risk assessment includes combat risks (snipers, improvised explosive devices (IEDs), vehicle-born IEDs, and other risks relevant to the operational environment (OE).</p> <ul style="list-style-type: none"> <li>c. Obtains information and additional guidance from the AO owner.</li> </ul> <li>5. The BN intelligence (S-2) section provides support to subordinate and adjacent elements.       <ul style="list-style-type: none"> <li>a. Obtains intelligence reports and resources from higher HQ and disseminates them to subordinate and adjacent elements.</li> <li>b. Provides threat information and updates, including friendly and enemy contact, to staff elements and subordinate units.</li> <li>c. Coordinates the intelligence, surveillance, and reconnaissance (ISR) plan.</li> </ul> <p><b>NOTE:</b> The police intelligence operations (PIO) function represents MP capability to collect and process relevant information from many sources generally associated with policing activities or MP operations. As an integrating function, PIO describes an approach to all other MP functions that ensures their integration with all relevant police activities and organizations in the operations process and the AO.</p> </li>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>* 6. The BN commander approves the COA.</p> <p>7. The BN staff completes the operation plan.</p> <p>8. The BN S-3 section produces the operation order, including guidance on the rules of engagement (ROE), rules for the use of force, rules of interaction, and escalation of force.</p> <p>9. The BN personnel S-1 section provides support to subordinate and adjacent elements.</p> <ul style="list-style-type: none"> <li>a. Coordinates health service support.</li> <li>b. Completes and reviews DA Form 1156 (Casualty Feeder Report).</li> <li>c. Provides the location of available, supporting medical facilities.</li> </ul> <p>10. The BN S-3 section provides support to subordinate elements.</p> <ul style="list-style-type: none"> <li>a. Coordinates cross-boundary movement with appropriate units.</li> <li>b. Determines critical assets established by supported commanders.</li> <li>c. Coordinates fire, close air, helicopter, and quick-reaction force (QRF) support.</li> <li>d. Receives information from higher HQ and host nation authorities concerning route characteristics and activities, laws, and regulations governing MSRs, ASRs, and roadways in the AO.</li> <li>e. Monitors linkup locations.</li> <li>f. Tracks overnight rest locations.</li> <li>g. Coordinates convoy support area locations.</li> <li>h. Identifies the location of response forces.</li> <li>i. Monitors communication between the convoy and the response force.</li> <li>j. Provides augmentation and attachment support.</li> <li>k. Coordinates transportation support.</li> <li>l. Coordinates with the BN supply and logistics (S-4) section for recovery assets.</li> <li>m. Operates battle command systems.</li> </ul> <p>11. The BN S-4 section provides support to subordinate and adjacent elements.</p> <ul style="list-style-type: none"> <li>a. Coordinates maintenance activities.</li> <li>b. Coordinates logistical support, including Class I, II, III, IV, V, VIII, and IX supplies.</li> <li>c. Supports recovery operations.</li> <li>d. Projects and tracks supply requirements.</li> <li>e. Reviews and verifies boots on the ground to coordinate and track supply requirements.</li> <li>f. Plans and coordinates vehicle evacuation and recovery operations.</li> </ul> <p>12. The BN communications (S-6) section provides support to subordinate and adjacent elements.</p> <ul style="list-style-type: none"> <li>a. Provides communication, electronic countermeasures, and electronic warfare (EW) support (audio, visual, data, commercially purchased devices).</li> <li>b. Installs and maintains battle command systems.</li> <li>c. Obtains higher HQ communication security procedures and disseminates them to subordinate and adjacent elements.</li> <li>d. Reviews the maintenance status of communication and information systems.</li> </ul>		



TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>e. Provides deconfliction actions for EW support.</p> <p>13. The BN staff monitors the convoy security mission and provides support to subordinate and adjacent elements.</p> <p>a. Monitors communication with higher HQ and subordinate and adjacent elements.</p> <p>b. Reviews the logistics security vulnerability assessment.</p> <p>c. Sends updated information to higher HQ and guidance to subordinate and adjacent elements.</p> <p>d. Monitors and supports the convoy security mission.</p> <p>14. The battalion reconstitutes and prepares for future operations.</p> <p>“*” indicates a leader task step.</p>		

## SUPPORTING COLLECTIVE TASKS

## Task Number

## Task Title

19-1-2007

Coordinate Convoy Security Operations

19-2-2004

Supervise Convoy Security

19-3-2007

Conduct Convoy Security

## Chapter 2

**TASK:** Conduct Area Security (Battalion-Brigade) (07-6-1272)  
(FM 3-90.6)

(FM 3-07)

(FM 3-07.1)

**CONDITIONS:** The brigade combat team (BCT) or battalion (BN) is conducting operations independently or as part of a higher headquarters (HQ) and receives an operation order (OPORD) or fragmentary order (FRAGO) to conduct area security operations at a specified location and time. The order requires the BCT/BN to establish a reserve force. All necessary personnel and equipment are available. The BCT/BN has communications with higher, adjacent, subordinate, and supporting elements. Local populace and factions may or may not be cooperative. The BCT/BN is provided guidance by the rules of engagement (ROE) and may also have mission instructions, such as a peace mandate, terms of reference, and status of forces agreement (SOFA). Military, civilian, joint and multinational partners and news media may be present in the operational environment (OE). Some iterations of this task should be performed in mission-oriented protective posture (MOPP) 4.

**STANDARDS:** The BCT/BN conducts area security operations in accordance with (IAW) the SOP, the order, and/or higher headquarters (HQ) commander's guidance. The BCT/BN maintains stability and reacts to hostile actions. The commander and staff establish priorities for protection of civil and/or military personnel, facilities, installations, and key terrain within the area of operation (AO). The commander designates a reserve force. All required overlays and graphics are provided in digital format and all communication and reporting is IAW the applicable SOP. The unit complies with the ROE, mission instructions, higher HQ order, and other special orders.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>Plan</p> <p>* 1. The BCT/BN leaders gain and/or maintain situational understanding (SU) using available communications equipment, maps, intelligence summaries, situation reports (SITREPs), and other available information sources. Intelligence sources include human intelligence (HUMINT), signal intelligence (SIGINT), and imagery intelligence (IMINT) to include unmanned aircraft systems (UASs).</p> <p>2. The BCT/BN commander and staff receive an order or anticipate a new mission and begin the military decision-making process (MDMP). (Refer to Task 71-8-5110, Plan Operations Using the Military Decision-Making Process [Battalion-Corps].) They take the following actions:</p> <ul style="list-style-type: none"><li>a. Conduct a digital or conventional map reconnaissance.</li><li>b. Update the joint common database and common operational picture (COP), and provide current SU to disseminate timely and accurate information for intelligence preparation of the battlefield (IPB) and the planning process.</li><li>c. Identify the following mission focus factors:<ul style="list-style-type: none"><li>(1) The enemy.</li><li>(2) The force being protected.</li><li>(3) A protected asset.</li><li>(4) Any combination of above.</li></ul></li><li>d. Conduct IPB, with emphasis on influencing factors. (Refer to Task 71-8-2210, Perform Intelligence Preparation of the Battlefield [Battalion-Corps] for further details.) The following factors are considered:<ul style="list-style-type: none"><li>(1) The natural defensive characteristics of the terrain.</li><li>(2) Existing roads and waterways for military lines of communication and civilian commerce.</li></ul></li></ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> <li>(3) The control of land and water areas and avenues of approach surrounding the area to be secured, extending to a range beyond that of enemy artillery, rockets, and mortars,</li> <li>(4) The control of airspace.</li> <li>(5) The proximity to critical sites such as airfields, power generation plants, and civic buildings.</li> <li>(6) Sources external to the BCT AO causing instability in the local population.</li> <li>e. Determine what the enemy is capable of and what they prefer to do in like situations if unconstrained in the AO.</li> <li>f. Identify force requirements to execute the mission.</li> <li>g. Provide the following to subordinate elements that will accomplish security missions: <ul style="list-style-type: none"> <li>(1) Purpose of mission.</li> <li>(2) Special constraints.</li> <li>(3) Unique tasks associated with the mission.</li> <li>(4) Updates to local situation.</li> <li>(5) Additional guidance as required.</li> <li>(6) Necessary attachments and special equipment.</li> <li>(7) ROE.</li> </ul> </li> <li>h. Establish a reserve by taking the following actions: <ul style="list-style-type: none"> <li>(1) Designate the reserve element.</li> <li>(2) Designate control measures.</li> <li>(3) Define linkup procedures.</li> <li>(4) Identify conditions for employment.</li> </ul> </li> <li>i. Identify force protection requirements.</li> <li>j. Identify special equipment requirements.</li> <li>k. Establish performance criteria for continuous patrolling and reconnaissance. <ul style="list-style-type: none"> <li>l. Establish route clearance requirements and control measures.</li> </ul> </li> <li>m. Plan checkpoints and or roadblocks.</li> <li>n. Determine documentation to be presented by persons passing through a checkpoint, roadblock, or other access controlled area.</li> <li>o. Establish priorities for protection of civil and or military personnel, facilities, installations, and key terrain within the AO.</li> <li>p. Integrate and synchronize warfighting functions based on the mission variables of mission, enemy, terrain and weather, troops and support available, time available and civil considerations (METT-TC). They take the following actions: <ul style="list-style-type: none"> <li>(1) Synchronize fires. Take the following actions: <ul style="list-style-type: none"> <li>(a) Plan for use of smoke and other nonlethal munitions.</li> <li>(b) Plan triggers for suppression and smoke.</li> </ul> </li> </ul> </li> </ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>(c) Assign priority of fires (artillery and mortars) or nonlethal effects and priority of targets.</p> <p>(d) Plan fires to support the reconnaissance effort.</p> <p>(e) Plan locations of critical friendly zones (CFZ) to protect critical assets and to prevent fratricide.</p> <p>(2) Synchronize engineer support. Take the following actions:</p> <p>(a) Ensure terrain visualization products from higher HQ are available and distributed.</p> <p>(b) Identify survivability tasks.</p> <p>(c) Identify required mobility tasks throughout the depth of the unit zone or axis.</p> <p>(d) Integrate obstacle intelligence (OBSTINTEL) requirements into the priority intelligence requirements (PIR) and reconnaissance plan.</p> <p>(e) Confirm OBSTINTEL is immediately disseminated to all BCT/BN units and supporting elements.</p> <p>(f) Apply mission command to rapidly shift priority of effort and support to reinforce success or respond to a changing situation.</p> <p>(3) Plan and coordinate air defense (AD) support, (if support has been provided by the BCT/BN).</p> <p>(4) Plan for increased AD coverage of areas where the unit was most vulnerable to air attacks such as movement through restrictive terrain.</p> <p>q. Plan Soldier and leader engagements with the local population and media.</p> <p>r. Conduct composite risk management. (Refer to Task 71-8-5145, Conduct Composite Risk Management [Battalion–Corps].)</p> <p>* 3. The BCT/BN commander and staff conduct confirmation briefings with subordinates immediately after OPOD is issued to ensure subordinates understand commander's intent and concept.</p> <p>Prepare</p> <p>4. The BCT/BN prepare for security operations. They take the following actions:</p> <p>a. Refine the plan based on continuously updated intelligence.</p> <p>b. Conduct extensive reconnaissance operations.</p> <p>c. Provide intelligence requirements to patrols, observation posts (OPs) and other U.S. elements operating in the AO.</p> <p>d. Coordinate for liaison officers, local guides, and interpreters as required.</p> <p>e. Coordinate fire support plans with adjacent or supported units.</p> <p>f. Coordinate for augmentations such as civil military detachments, military police teams, military working dogs, and tactical HUMINT teams.</p> <p>g. Conduct precombat checks as required.</p> <p>h. Supervise subordinate troop-leading procedures to ensure planning and preparations are on track and consistent with the unit commander's intent.</p> <p>i. Conduct rehearsals during day and limited visibility if possible,</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>Execute</p> <p>5. The BCT/BN executes security operations. They take the following actions:</p> <ul style="list-style-type: none"> <li>a. Assign subelement AOs.</li> <li>b. Establish zones of separation if necessary.</li> <li>c. Conduct civil military operations (CMO) activities as required.</li> <li>d. Implement plans to protect civil and/or military personnel, facilities, installations, and key terrain.</li> <li>e. Supervise subordinate elements in support of and conduct of area security missions that may consist of: <ul style="list-style-type: none"> <li>(1) Area, route, or zone reconnaissance.</li> <li>(2) Screen.</li> <li>(3) Attack.</li> <li>(4) Perimeter defense.</li> <li>(5) Battle positions.</li> <li>(6) Convoy and route security.</li> <li>(7) High value asset security (including fixed site security and personal security detachments).</li> <li>(8) Combat outposts.</li> <li>(9) Security patrols with host nation forces.</li> <li>(10) Stability tasks, such as: <ul style="list-style-type: none"> <li>(a) Ensure liaison/negotiation and establish civil-military operations centers.</li> <li>(b) Secure activities/projects for civil-military operations.</li> <li>(c) Conduct compliance inspections.</li> <li>(d) Support presence operations (i.e., supporting company/platoon checkpoints, presence patrols).</li> </ul> </li> <li>(11) Deliver supplies or render humanitarian aid.</li> <li>(12) React to civil disturbance.</li> <li>(13) React to media.</li> <li>(14) Ensure leader and Soldier engagements with the local population.</li> </ul> </li> </ul> <p>Assess</p> <p>6. The BCT/BN leaders assess the operation. They take the following actions:</p> <ul style="list-style-type: none"> <li>a. Monitor continuously the situation and the progress of the operation.</li> <li>b. Direct adjustments to ensure that operations remained aligned with the commander's intent.</li> </ul> <p>7. The BCT/BN consolidates as necessary. (Refer to Task 07-6-5037, Conduct Consolidation [Battalion-Brigade].)</p> <p>8. The BCT/BN reorganizes as necessary. (Refer to Task 07-6-5082, Conduct Reorganization [Battalion-Brigade].)</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
9. The BCT/BN continues operations as directed.		
“*” indicates a leader task step.		

#### SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0436	Coordinate Air-Ground Integration When Providing Close Combat Attack (CCA) Support
05-6-1006	Plan for Counter-IED (C-IED) Operations (UNCLASSIFIED/FOR OFFICIAL USE ONLY) (U//FOUO)
06-5-5082	Establish Fire Support Operations
06-6-5066	Employ Lethal Fires in Support of the BCT
07-6-1225	Employ a Reserve Force (Battalion-Brigade)
07-6-5037	Conduct Consolidation (Battalion-Brigade)
07-6-5082	Conduct Reorganization (Battalion-Brigade)
07-6-6073	Secure Civilians During Operations (Battalion-Brigade)
17-6-0308	Synchronize Close Air Support (Battalion-Brigade)
17-6-1007	Conduct ISR Synchronization and Integration (Battalion-Brigade)
71-8-2210	Perform Intelligence Preparation of the Battlefield (Battalion-Corps)
71-8-5110	Plan Operations Using the Military Decision-Making Process (Battalion-Corps)
71-8-5145	Conduct Composite Risk Management (Battalion-Corps)

**TASK:** Conduct a Passage of Lines as a Passing Unit (Battalion-Brigade) (07-6-1081)  
 (FM 3-90) (FM 3-20.96) (FM 3-90.6)

**CONDITIONS:** The brigade combat team (BCT) or battalion (BN) is conducting operations independently or as part of higher headquarters and receives an operation order (OPORD) or fragmentary order (FRAGO) requiring the conduct of a passage of lines as a passing unit. All necessary unit personnel and equipment are available. The BCT/BN has communications with higher, adjacent, subordinate and supporting elements. The unit is provided guidance by the rules of engagement (ROE) and may also have mission instructions such as a peace mandate, terms of reference, and status-of-forces agreement (SOFA). Military, civilian, joint and multinational partners and media may be in the operational environment (OE). Some iterations of this task should be conducted during limited visibility conditions. Some iterations of this task should be performed in mission-oriented protective posture (MOPP) 4.

**STANDARDS:** The BCT/BN conducts the passage of lines in accordance with (IAW) the standing operating procedures (SOP), the order, and/or higher headquarters (HQ) commander's guidance. The BCT/BN coordinates with the stationary unit to ensure that the stationary unit establishes control and secures ample maneuver space within the area of operation (AO) to allow the BCT/BN to pass through and form into a combat formation prior to gaining contact with the enemy. The BCT/BN maintains enemy contact and provides constant fires on the enemy for a rearward passage of lines. The BCT BN reconnoiters passage points and passage lanes. The BCT BN complies with the ROE, mission instructions, higher HQ order, and other special orders. All communication and reporting is IAW applicable SOP.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>Plan</p> <ul style="list-style-type: none"> <li>* 1. BCT/BN leaders gain and/or maintain situational understanding (SU) using available communications equipment, maps, intelligence summaries, situation reports (SITREPs), and other available information sources. Intelligence sources include human intelligence (HUMINT), signal intelligence (SIGINT), and imagery intelligence (IMINT) to include unmanned aircraft systems (UASs).</li> <li>2. The stationary unit establishes control and secures the AO far enough to its front so the BCT/ BN can pass through prior to contact with the enemy force.</li> <li>* 3. BCT/BN commander and staff receive an order or anticipate a new mission and begin the military decision-making process (MDMP). (Refer to Task 71-8-5110, Plan Operations Using the Military Decision-Making Process [Battalion-Corps] for further details.) They take the following actions:               <ul style="list-style-type: none"> <li>a. Conduct a map reconnaissance. Reconnoiters routes and lanes selected by the stationary unit that provide cover and concealment, do not disrupt stationary unit's defense, and provide for rapid movement.</li> <li>b. Update the joint common database and common operational picture (COP), provide current SU to provide timely and accurate information for intelligence preparation of the battlefield (IPB), and the planning process.</li> <li>c. Organize the BCT/BN to accomplish the mission. (Refer to Task 71-8-5123, Task Organize for Operations [Battalion-Corps] for further details.)</li> <li>d. Conduct IPB. (Refer to Task 71-8-2210, Perform Intelligence Preparation of the Battlefield [Battalion-Corps] for further details.)</li> <li>e. Confirm higher HQ for both units directing passage. Designate the following:                   <ul style="list-style-type: none"> <li>(1) Subsequent mission for both forces.</li> </ul> </li> </ul> </li> </ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> <li>(2) When and under what conditions passage of command takes place.</li> <li>(3) Start and finish times for the passage.</li> <li>(4) Contact points between the units involved.</li> <li>(5) Common maneuver control measures and graphics.</li> <li>f. Focus planning efforts based on the commander's concept and intent, including: <ul style="list-style-type: none"> <li>(1) Coordination with the stationary force.</li> <li>(2) Guidance to subordinate units conducting the passage.</li> </ul> </li> <li>g. Conduct detailed coordination with the stationary unit. Take the following actions: <ul style="list-style-type: none"> <li>(1) Coordinate the exchange of intelligence and combat information.</li> <li>(2) Coordinate the current friendly dispositions and tactical plans, especially deception and obstacle (closure and execution) plans.</li> <li>(3) Plan and coordinate direct and indirect fires and/or close air support (CAS) to delay or neutralize repositioning enemy forces and reserves.</li> <li>(4) Coordinate any necessary maneuver control measures and graphics not directed by the higher HQ that include: <ul style="list-style-type: none"> <li>(a) Boundary changes.</li> <li>(b) Battle handover line (BHL).</li> <li>(c) Emergency sustainment points.</li> <li>(d) Assembly area(s) to be used.</li> <li>(e) Firing positions for artillery, air defense, and other units.</li> </ul> </li> <li>(5) Coordinate long-range and short-range recognition symbols and vehicle markings to reduce the probability of fratricide.</li> <li>(6) Coordinate the transfer of the (AO) from one BCT/BN to the other at a time and place designated by higher command or mutual agreement.</li> <li>(7) Coordinate provisions for movement control, if not directed by higher HQ, that include: <ul style="list-style-type: none"> <li>(a) Contact points.</li> <li>(b) Start and release points.</li> <li>(c) Route selection (primary and alternate).</li> <li>(d) Priorities for using routes and facilities.</li> <li>(e) Passage points.</li> <li>(f) Provision for guides (especially through obstacles).</li> </ul> </li> <li>(8) Coordinate the reconnaissance plan.</li> <li>(9) Ensure no redundancy in communications signal means between units.</li> <li>(10) Coordinate signal operating instruction (SOI) details such as call signs, frequencies, and recognition signals, digital systems, connectivity, recognition signals, and communication procedures and requirements, to ensure both elements maintain a COP.</li> </ul> </li> </ul>		



TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> <li>(11) Coordinate security measures during the passage. Include chemical, biological, radiological, and nuclear (CBRN) reconnaissance and biological detection systems.</li> <li>(12) Coordinate fires, obscurants, and any other warfighting functions provided by the stationary unit.</li> <li>(13) Coordinate measures to reduce both units' vulnerability to attack by enemy weapons of mass destruction (WMD).</li> <li>(14) Coordinate operational security (OPSEC) measures required before or during the passage.</li> <li>(15) Coordinate allocation of terrain.</li> <li>(16) Coordinate air defense artillery (ADA) cover-up to and forward of the BHL. Other ADA considerations include: <ul style="list-style-type: none"> <li>(a) Stationary unit provide ADA protection to the passing unit, enabling passing unit ADA forces to move with the passing unit.</li> <li>(b) Disseminating ADA early warning and ADA mission command information early in the planning process to reduce the risk of fratricide.</li> </ul> </li> <li>(17) Coordinate logistics support that will be provided by the stationary unit, to include fuel, maintenance, and medical treatment.</li> <li>(18) Ensure fires cells of both units coordinate allocation of firing positions, including: <ul style="list-style-type: none"> <li>(a) Positioning fires elements far enough forward to not have to redeploy during critical stages of the battle.</li> <li>(b) Positioning fires elements in areas not identified by the enemy.</li> </ul> </li> <li>(19) Physically see all obstacles and routes and gaps through them.</li> <li>(20) Establish a security area in which responsibility will transition from the BCT/BN to the stationary force.</li> <li>(21) Augment the traffic control capability of the stationary units.</li> </ul>		
<p>Prepare</p> <p>4. BCT/BN prepare for the passage. They take the following actions:</p> <ul style="list-style-type: none"> <li>a. Collocate command posts (CPs) for ease of coordination, making direct liaison, updating plans, and sending changes to higher HQ (if CPs were not collocated earlier in the planning process).</li> <li>b. Conduct extensive reconnaissance operations by: <ul style="list-style-type: none"> <li>(1) Locating contact points on movement routes.</li> <li>(2) Reconnoitering passage points and passage lanes.</li> <li>(3) Verifying passage lanes are clear of obstacles, provide concealment, and allow for integration with the plan of attack or withdrawal.</li> <li>(4) Locating assembly area and/or attack positions that do not interfere with stationary units but provide cover, concealment, and enough room for dispersion.</li> </ul> </li> </ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> <li>c. Obtain updated reconnaissance information from the stationary unit and higher HQ.</li> <li>d. Refine the plan based on continuously updated intelligence.</li> <li>e. Transmit changes in the plan to the stationary unit.</li> <li>f. Employ OPSEC measures to deny the enemy information.</li> <li>g. Verify communications (internal and with the stationary unit).</li> <li>h. Supervise subordinate MDMP/troop-leading procedures to ensure planning and preparations are on track and consistent with the BCT/BN commander's intent.</li> <li>i. Conduct rehearsals during day and limited visibility if possible.</li> <li>j. Position forces IAW the plan. Take the following actions:               <ul style="list-style-type: none"> <li>(1) Verify contact points (CPs).</li> <li>(2) Verify overlay data received from stationary unit.</li> <li>(3) Position engineer units and equipment to be prepared to help stationary unit maintain routes.</li> </ul> </li> </ul> <p>Execute</p> <p>5. BCT/BN conducts a forward passage of lines. They take the following actions:</p> <ul style="list-style-type: none"> <li>a. Provide the element designated to coordinate and assist the passage with a list of elements to go through designated passage points.</li> <li>b. Move along assigned routes and/or lanes.</li> <li>c. Move to and occupy attack positions when observation by the enemy is unlikely.</li> <li>d. Display correct visual signals.</li> <li>e. Identify and send contaminated units to designated passage points.</li> <li>f. Pass through the stationary unit without halting in a combat formation.</li> <li>g. Maintain cover, concealment, and dispersion.</li> <li>h. Impose minimum radio traffic or radio listening silence for forward passage.</li> <li>i. Ensure reconnaissance elements operate forward of the release points and establish a screen in front of the BCT/BN.</li> <li>j. Coordinate all fire support. (Commander does this after assuming responsibility for the AO.)</li> <li>k. Assume control of fires forward of the BHL. (Commander does this on passage of command.)</li> <li>l. Conduct operations beyond the BHL once the attack begins. (Commander assumes this responsibility.)</li> <li>m. Pass through the lines as soon as possible after the lead elements complete their passage and locates where it can best control operations. (CP does this.)</li> <li>n. Receive provided emergency sustainment from the stationary unit, once coordinated, to allow continued movement, including:               <ul style="list-style-type: none"> <li>(1) Emergency medical.</li> </ul> </li> </ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>(2) Recovery.</p> <p>(3) Class III.</p> <p>o. Assume full responsibility for sustainment support forward of the BHL.</p> <p>p. Orient subordinate elements and complete closure.</p> <p>6. BCT/BN conducts a rearward passage of lines. They take the following actions:</p> <p>a. Ensure commander relinquishes control of elements remaining in contact at the time of the transfer of responsibility to the stationary commander.</p> <p>b. Move along assigned routes and/or lanes.</p> <p>c. Move to and occupy attack positions when observation by the enemy is unlikely.</p> <p>d. Display correct visual signals.</p> <p>e. Identify and send contaminated units to designated passage points.</p> <p>f. Pass through the stationary unit without halting in a combat formation.</p> <p>g. Maintain cover, concealment, and dispersion.</p> <p>h. Ensure commander maintains command of subordinate elements throughout the retrograde and rearward passage.</p> <p>i. Ensure the BCT/BN comes under the control of the stationary unit once the lead element of the unit reaches the passage point.</p> <p>j. If in contact with the enemy, control the battle from the collocated CPs while the stationary unit monitors and controls the passage of lines until battle handover occurs.</p> <p>k. Ensure CP passes through the lines as soon as possible after the lead elements complete their passage and locates where it can best control operations.</p> <p>l. Ensure fire support assets displace rearward to provide continuous fire support for the BCT/BN until it successfully disengages.</p> <p>m. Ensure AD assets echelon rearward to provide continuous AD coverage for the BCT/BN until it successfully disengages.</p> <p>n. Receive provided emergency sustainment from the stationary unit, once coordinated, to allow continued movement, including:</p> <p>(1) Emergency medical.</p> <p>(2) Recovery.</p> <p>(3) Class III.</p> <p>o. Orient subordinate elements and complete closure.</p> <p>Assess</p> <p>7. BCT/BN leaders assess the operation. They take the following actions:</p> <p>a. Monitor continuously the situation and the progress of the operation.</p> <p>b. Direct adjustments to ensure that operations remain aligned with the commander's intent.</p> <p>8. BCT/BN complies with the ROE.</p>		

## Chapter 2

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
9. BCT/BN consolidates as necessary. (Refer to Task 07-6-5037, Conduct Consolidation, for further details.)		
10. BCT/BN reorganizes as necessary. (Refer to Task 07-6-5037, Conduct Consolidation, for further details.)		
11. BCT/BN continues operations as directed.		
“*” indicates a leader task step.		

### SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
06-5-5082	Establish Fire Support Operations
07-6-1082	Conduct a Passage of Lines as a Stationary Unit (Battalion-Brigade)
07-6-5037	Conduct Consolidation (Battalion-Brigade)
07-6-5082	Conduct Reorganization (Battalion-Brigade)
17-6-3809	Conduct Battle Handover (Battalion-Brigade)
71-8-2210	Perform Intelligence Preparation of the Battlefield (Battalion-Corps)
71-8-2300	Perform Intelligence, Surveillance, and Reconnaissance (Battalion-Corps)
71-8-5110	Plan Operations Using the Military Decision-Making Process (Battalion-Corps)
71-8-5111	Conduct the Military Decision-Making Process (Battalion-Corps)
71-8-5121	Establish Coordination and Liaison (Battalion-Corps)
71-8-5145	Conduct Composite Risk Management (Battalion-Corps)
71-8-5200	Conduct Command Post Operations (Battalion-Corps)

**TASK:** Conduct a Passage of Lines as a Stationary Unit (Battalion-Brigade) (07-6-1082)  
 (FM 3-90) (FM 3-20.96) (FM 3-90.6)

**CONDITIONS:** The brigade combat team (BCT) or battalion (BN) is conducting operations independently or as part of a higher headquarters and receives an operation order (OPORD) or fragmentary order (FRAGO) to conduct a passage of lines as a stationary unit at the location and time specified. All necessary unit personnel and equipment are available. The BCT/BN has communications with higher, adjacent, subordinate and supporting elements. The unit is provided guidance by the rules of engagement (ROE) and may also have mission instructions such as a peace mandate, terms of reference, and status-of-forces agreement (SOFA). Military, civilian, joint and multinational partners, and media may be in the operational environment (OE). Some iterations of this task should be conducted during limited visibility conditions. Some iterations of this task should be performed in mission-oriented protective posture (MOPP) 4.

**STANDARDS:** The BCT/BN conducts a passage of lines as a stationary unit in accordance with (IAW) the standing operating procedures (SOP), the order, and higher headquarters (HQ) commander's guidance. For a rearward passage of lines, the BCT/BN establishes control and secures the area of operation (AO) far enough to its front so that the passing force can pass through in a combat formation prior to contact with an enemy force. The BCT/BN plans and coordinates the passage of lines with the passing unit. The BCT/BN provides security in the vicinity of the line of departure (LD) of the passing unit until it is able to assume that responsibility. For a rearward passage of lines, the BCT/BN passes the passing unit through and maintains enemy contact. The BCT/BN complies with the ROE, mission instructions, higher headquarters (HQ) order, and other special orders. All communication and reporting is IAW the applicable SOP.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>Plan</p> <ul style="list-style-type: none"> <li>* 1. BCT/BN leaders gain and/or maintain situational understanding (SU) using available communications equipment, maps, intelligence summaries, situation reports (SITREPs), and other available information sources. Intelligence sources include human intelligence (HUMINT), signal intelligence (SIGINT), and imagery intelligence (IMINT) to include unmanned aircraft systems (UASs).</li> <li>2. BCT/BN establishes control and secures the AO. They take the following actions:               <ul style="list-style-type: none"> <li>a. For a forward passage of lines, far enough to its front so that the passing force can pass through prior to contact with the enemy force.</li> <li>b. For a rearward passage of lines, providing the passing unit with support as far forward as possible.</li> </ul> </li> <li>* 3. BCT/BN commander and staff receive an order or anticipate a new mission and begin the military decision-making process (MDMP). (Refer to Task 71-8-5110, Plan Operations Using the Military Decision-Making Process [Battalion-Corps] for further details.) The two units involved develop the passage plan together. They take the following actions:               <ul style="list-style-type: none"> <li>a. Conduct a map reconnaissance. Select routes and lanes that provide cover and concealment, do not disrupt the stationary unit's defense, and provide for rapid movement.</li> <li>b. Update the joint common database and common operational picture (COP), provide current SU to provide timely and accurate information for intelligence preparation of the battlefield (IPB) and the planning process.</li> <li>c. Conduct IPB. (Refer to Task 71-8-2210, Perform Intelligence Preparation of the Battlefield [Battalion-Corps] for further details).</li> </ul> </li> </ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>d. Confirm that higher HQ for both units directing passage designates:</p> <ol style="list-style-type: none"> <li>(1) Subsequent mission for both forces.</li> <li>(2) When and under what conditions passage of command takes place.</li> <li>(3) Start and finish times for the passage.</li> <li>(4) Contact points between the units involved.</li> <li>(5) Common maneuver control measures and graphics.</li> </ol> <p>e. Coordinate the following with the passing unit:</p> <ol style="list-style-type: none"> <li>(1) Exchange of intelligence and combat information.</li> <li>(2) Current friendly dispositions and tactical plans, including deception and obstacle (closure and execution) plans.</li> <li>(3) Plan and coordinate direct and indirect fires and or close air support (CAS).</li> <li>(4) Necessary maneuver control measures and graphics not directed by the higher HQ, to include:               <ol style="list-style-type: none"> <li>(a) Boundary changes.</li> <li>(b) Battle handover line (BHL).</li> <li>(c) Emergency sustainment points.</li> <li>(d) Assembly area(s) to be used.</li> <li>(e) Firing positions for artillery, air defense (AD), and other units.</li> </ol> </li> <li>(5) Long-range and short-range recognition symbols and vehicle markings to reduce the probability of fratricide.</li> <li>(6) When and under what conditions control of the AO transfers from one HQ to the other, if not previously established.</li> <li>(7) Provisions for movement control, if not directed by higher HQ, to include:               <ol style="list-style-type: none"> <li>(a) Contact points.</li> <li>(b) Start and release points.</li> <li>(c) Primary and alternate routes.</li> <li>(d) Route selection.</li> <li>(e) Priorities for using routes and facilities.</li> <li>(f) Passage points.</li> <li>(g) Provision for guides (especially through obstacles).</li> </ol> </li> <li>(8) Reconnaissance by elements of the passing unit.</li> <li>(9) Redundancy in communications signal means between units.</li> <li>(10) Coordination of signal operating instruction (SOI) details such as call signs, frequencies, and recognition signals., digital systems, connectivity, recognition signals, and communication procedures and requirements, to ensure both elements maintain a COP.</li> <li>(11) Security measures during the passage to include CBRN reconnaissance and biological detection systems.</li> <li>(12) Fires, obscurants, and any other combat, protection and sustainment provided by the stationary unit.</li> <li>(13) Measures to reduce both units' vulnerability to attack by enemy weapons of mass destruction (WMD).</li> <li>(14) Operational security (OPSEC) measures required before or during the passage.</li> <li>(15) Allocation of terrain for use by the passing force.</li> <li>(16) Air defense (AD) cover up to and forward of the BHL. Other AD considerations include:               <ol style="list-style-type: none"> <li>(a) Stationary unit providing AD protection to the passing unit enabling passing unit AD forces to move with the passing unit.</li> </ol> </li> </ol>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>(b) Disseminating AD early warning and AD mission command information early in the planning process to reduce the risk of fratricide.</p> <p>(17) Logistics support for the passing unit provided by the stationary unit that included fuel, maintenance, and medical treatment.</p> <p>(18) Fires cells of both units coordinate allocation of firing positions. They take the following actions:</p> <ul style="list-style-type: none"> <li>(a) Position fires elements far enough forward to not have to redeploy during critical stages of the battle.</li> <li>(b) Position fires elements in areas not identified by the enemy.</li> </ul> <p>(19) Physically showing the passing unit all obstacles and routes and gaps through them.</p> <p>(20) Establishment of a security area in which responsibility will transition from the moving force to the BCT/BN.</p> <p>f. Ensure that FRAGOs control or change actions of subordinate elements, as required.</p> <p>g. Report essential information to higher HQ, subordinate elements, and other affected units.</p> <p>h. Conduct composite risk management. (Refer to Task 71-8-5145, Conduct Composite Risk Management [Battalion-Corps] for further details.)</p>		
<p>Prepare</p>		
<p>4. BCT/BN prepare for the passage. They take the following actions:</p> <ul style="list-style-type: none"> <li>a. Clear lanes through all obstacles from the assembly area or attack position through passage lanes or routes.</li> <li>b. Employ reconnaissance and surveillance (R&amp;S) assets to gather requested information for the passing unit.</li> <li>c. Refine the plan based on continuously updated intelligence.</li> <li>d. Employ OPSEC measures to deny the enemy information.</li> <li>e. Transmit changes in the plan to the stationary unit.</li> <li>f. Supervise staff MDMP/subordinate troop-leading procedures to ensure planning and preparations are on track and consistent with the BCT/BN commander's intent.</li> <li>g. Conduct rehearsals during day and limited visibility if possible.</li> <li>h. Position forces at established contact points.</li> <li>i. Collocate CPs of both units in preparation of the passage of lines, if possible.</li> <li>j. Move BCT/BN fire support assets to occupy positions forward of their primary positions to give maximum coverage of rearward passage of lines moving forces.</li> </ul>		
<p>Execute</p>		
<p>5. BCT/BN conducts a forward passage of lines. They take the following actions:</p> <ul style="list-style-type: none"> <li>a. Control and secure the AO far enough to its front that the moving force can pass through the stationary BCT/BN and reform into a combat formation prior to contact with an enemy force.</li> <li>b. Establish contact at contact points.</li> <li>c. Continue to conduct aggressive security operations throughout the passage of lines.</li> <li>d. Pass elements through unit positions with no halts.</li> </ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> <li>e. Provide security of the line of departure (LD) for the passing unit until it is able to assume that responsibility.</li> <li>f. Support the passing unit until the passing unit masks the BCT's/BN's direct fires.</li> <li>g. Support the passing unit with fire support until the passing unit moves beyond the BCT/BN direct-fire range.</li> <li>h. Indirect, AD, and other long-range systems must support the passing unit until previously designated events occur or higher HQ directs another mission.</li> <li>i. Provide emergency sustainment to the passing unit to allow continued movement by:               <ul style="list-style-type: none"> <li>(1) Evacuating casualties and enemy prisoners of war.</li> <li>(2) Controlling dislocated civilians.</li> <li>(3) Using areas and facilities such as water points and medical facilities.</li> <li>(4) Controlling routes and traffic management.</li> <li>(5) Recovering disabled vehicles and equipment.</li> </ul> </li> <li>j. Guide elements of the passing unit from the contact point through the passage point.</li> <li>k. Close all passage lanes when passing unit completes passage.</li> <li>l. Report to higher HQ the completion of passage.</li> </ul> <p>6. BCT/BN conducts a rearward passage of lines. They take the following actions:</p> <ul style="list-style-type: none"> <li>a. Establish contact at contact points.</li> <li>b. From the collocated CPs, monitor and control the passage of lines while the passing unit controls the battle until the battle handover occurs.</li> <li>c. Pass elements through unit positions with no halts.</li> <li>d. Ensure that fire support assets answer calls for fire from the passing unit until battle handover occurs.</li> <li>e. Once the passing unit hands over control of the battle to the BCT/BN, the BCT/BN initiate and clear calls for all indirect and ADA fires forward of its location.</li> <li>f. Ensure that BCT/BN engineer assets provide support to prepare the defense and execute the passage. They consider the following:               <ul style="list-style-type: none"> <li>(1) Priority of effort ensures the passing unit is able to move through passage lanes around the BCT/BN's defensive positions.</li> <li>(2) Efforts shift to close passage lanes once the passing unit and any security elements disengage and withdraw through the security area and obstacles.</li> </ul> </li> <li>g. Provide the passing unit coordinated sustainment as far forward as possible, to enable the passing unit to move rapidly through the BCT BN positions, concentrating on:               <ul style="list-style-type: none"> <li>(1) Medical.</li> <li>(2) Recovery.</li> <li>(3) Class III.</li> </ul> </li> <li>h. Close all passage lanes when the passing unit completes passage.</li> <li>i. Report to higher HQ the completion of passage.</li> </ul> <p>Assess</p> <p>7. BCT/BN leaders assess the operation. They take the following actions:</p> <ul style="list-style-type: none"> <li>a. Engage and suppress all enemy elements in line of sight by direct or indirect fires IAW passing unit's fire plan.</li> <li>b. Avoid firing on friendly elements.</li> </ul>		



TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
8. BCT/BN complies with the ROE. 9. BCT/BN consolidates as necessary. (Refer to Task 07-6-5037, Conduct Consolidation, for further details.) 10. BCT/BN reorganizes as necessary. (Refer to Task 07-6-5082, Conduct Reorganization, for further details.) 11. BCT/BN continues operations as directed.		
“*” indicates a leader task step.		

## SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
07-6-1081	Conduct a Passage of Lines as a Passing Unit (Battalion-Brigade)
07-6-5037	Conduct Consolidation (Battalion-Brigade)
07-6-5082	Conduct Reorganization (Battalion-Brigade)
17-6-3809	Conduct Battle Handover (Battalion-Brigade)
71-8-2210	Perform Intelligence Preparation of the Battlefield (Battalion-Corps)
71-8-2300	Perform Intelligence, Surveillance, and Reconnaissance (Battalion-Corps)
71-8-5110	Plan Operations Using the Military Decision-Making Process (Battalion-Corps)
71-8-5111	Conduct the Military Decision-Making Process (Battalion-Corps)
71-8-5121	Establish Coordination and Liaison (Battalion-Corps)
71-8-5145	Conduct Composite Risk Management (Battalion-Corps)
71-8-5200	Conduct Command Post Operations (Battalion-Corps)

## Chapter 2

**TASK:** Conduct Battle Handover (Battalion-Brigade) (17-6-3809)  
(FM 3-90.6) (FM 3-90)

**CONDITIONS:** During operations, the brigade combat team (BCT) or battalion (BN) is required to conduct a battle handover (BHO) with a force to its front or rear. The BCT/BN may be the moving or stationary force. If stationary, it is positioned to provide security, indirect fire support (FS), and direct FS to the moving force during the BHO. If moving, the BCT/BN will receive security, indirect FS, and sustainment from the stationary force after coordination has been made. The BHO may or may not be conducted under pressure. The BCT/BN has established communications with higher, adjacent, subordinate, and supporting elements. The BCT/BN receives guidance on the rules of engagement (ROE). Military, civilian, joint and multinational partners, and news media may be present in the operational environment (OE). Some iterations of this task should be performed in mission-oriented protective posture (MOPP) 4.

**STANDARDS:** The BCT/BN coordinates with the other force per higher headquarters order, exchanges all required or specified information, and reports any discrepancies to the higher headquarters (HQ). The BCT/BN conducts BHO in accordance with (IAW) the criteria established by the higher HQ. All communication and reporting are IAW applicable standing operating procedures (SOP). The BCT/BN completes BHO at the location and time specified by the controlling higher HQ.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>Plan</p> <ul style="list-style-type: none"><li>* 1. The BCT/BN leaders gain and/or maintain situational understanding (SU) using available communications equipment, maps, intelligence summaries, situation reports (SITREPs), and other available information sources. Intelligence sources include human intelligence (HUMINT), signal intelligence (SIGINT), and imagery intelligence (IMINT) to include unmanned aircraft systems (UASs).</li><li>* 2. The BCT/BN commander and staff receive an order or anticipate a new mission and begin the military decision-making process (MDMP). (Refer to Task 71-8-5110, Plan Operations Using the Military Decision-Making Process [Battalion-Corps].)</li></ul> <p>Note: Each maneuver battalion coordinates the BHO with the security force to their front. This coordination overlaps the coordination for the passage of lines (POL), and so the battalion should conduct the two simultaneously. They take the following actions:</p> <ul style="list-style-type: none"><li>a. Update the joint common database and common operational picture (COP), providing current SU to provide timely and accurate information for intelligence preparation of the battlefield (IPB) and the planning process.</li><li>b. Confirm the specified tasks, location, and timing of the BHO with common higher HQ.</li><li>c. Coordinate and exchanges information, orders, and control measures, (such as the civilian considerations, battle handover line (BHL), contact points, ROE, routes, and where forces will pass through) with the other HQ.</li><li>d. Conduct IPB, with emphasis on influencing factors (Refer to Task 71-8-2210, Perform Intelligence Preparation of the Battlefield [Battalion-Corps].)</li><li>e. The S-2 coordinates location and criteria for reconnaissance handover with other forces by:<ul style="list-style-type: none"><li>(1) Coordinating redundant surveillance and an integrated COP to assist maintaining contact during handover.</li><li>(2) Coordinating criteria for target acquisition handover.</li></ul></li></ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>(3) Providing the commander with a projection of enemy locations, strength, and activities during the period of the handover.</p> <p>(4) Confirming and/or determining terrain, weather, and light factors that will influence the handover and providing the estimate to S-3.</p> <p>f. The fires cell coordinates criteria for FS handover with other forces. They take the following actions:</p> <p>(1) Exchange FS plans to include:</p> <ul style="list-style-type: none"> <li>(a) Essential fire support tasks (EFST).</li> <li>(b) Attack guidance and priority of fires.</li> <li>(c) Target lists and overlay.</li> </ul> <p>(2) Coordinate fire support coordination measures (FSCM) and criteria for activation and/or shifting with other force. Take the following actions:</p> <ul style="list-style-type: none"> <li>(a) Coordinate fire lines.</li> <li>(b) Restrict fire line.</li> <li>(c) Designate no fire areas (NFA).</li> <li>(d) Restrict fire areas (RFA).</li> </ul> <p>(3) Coordinate additional FS requirements as required. Take the following actions:</p> <ul style="list-style-type: none"> <li>(a) Assign priorities, final protective fires, and requests of preplanned targets.</li> <li>(b) Coordinate position areas for artillery.</li> </ul> <p>(4) Establish criteria to trigger FS handover.</p> <p>(5) Assure adequate FS during the transfer of responsibility and passage of lines or relief operation that occurs during handover.</p> <p>g. The S-3 coordinates criteria for BHO with other forces. They take the following actions:</p> <p>(1) Coordinate control measures to support handover and passage of lines, to include:</p> <ul style="list-style-type: none"> <li>(a) Contact point(s) location(s) for linkup with other force.</li> <li>(b) Passage points, lanes, and routes.</li> <li>(c) Air corridors for aviation elements.</li> <li>(d) Assembly areas (AAs) or attack positions.</li> </ul> <p>(2) Prepare a liaison team for collocation with the other unit.</p> <p>(3) Assure timely collocation of tactical command posts (CP) or command groups of the BCT/BN and other units if feasible.</p> <p>(4) Coordinate far- and near-range recognition signals.</p> <p>(5) Coordinate actions on contact.</p> <p>(6) If applicable, determine method to break contact and order of withdrawal.</p> <p>(7) Coordinate details of the POL or relief operation, including:</p> <ul style="list-style-type: none"> <li>(a) Timing for transfer of command and support.</li> </ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>(b) Exact locations of routes, contact points, passage points, and AAs/attack positions.</p> <p>(c) Exact details of command relationships during the handover.</p> <p>h. The executive officer (XO) coordinates transfer or acceptance of mission command of elements prior to the BHO between the BCT/BN and other HQ as necessary, including:</p> <p>(1) Establishing direct liaison with other units.</p> <p>(2) Arranging for reception and briefing of liaison teams from the other unit.</p> <p>i. The XO or S-3 determines requirements to collocate CPs or command groups as necessary by:</p> <p>(1) Designating CPs to collocate.</p> <p>(2) Coordinating location and timing for collocation.</p> <p>j. The S-6 establishes communications and exchanges Internet protocol (IP) addresses, frequency modulation (FM) and/or Enhanced Position Location and Reporting System frequencies, communications security (COMSEC) key, operational graphics for Force XXI battle command brigade and below (FBCB2), and/or signal operation instructions (SOI) with forward/follow-on/security force as necessary.</p> <p>k. The S-3 specifies responsibilities and procedures for integrating specific units into the digital network if necessary. They take the following actions:</p> <p>(1) Update locations and status of units.</p> <p>(2) Provide locations of key elements to those units.</p> <p>(3) Provide key information to specific units.</p> <p>l. The S-3 reports discrepancies or planning to the higher HQ for resolution.</p> <p>m. The S-4 coordinates the movement of sustainment elements to move as early as possible to avoid hampering the movement of combat forces.</p> <p>n. The BCT/BN engineer coordinator coordinates to determine the status of obstacles, routes and protected positions in the vicinity of the BHL.</p> <p>o. Conduct composite risk management. (Refer to Task 71-8-5145, Conduct Composite Risk Management [Battalion–Corps].) The senior commander specifies the following in the order(s):</p> <p>(1) Acceptable risk to the security force.</p> <p>(2) Disengagement criteria in quantifiable terms, such as—</p> <p>(a) Friendly strength level.</p> <p>(b) Time.</p> <p>(c) Event.</p> <p>Prepare</p> <p>* 3. The BCT/BN command and staff exercise mission command of the BHO. They take the following actions:</p> <p>a. The staff establishes communications with the forward/rearward force. They take the following actions:</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> <li>(1) Dispatch and receive liaison teams.</li> <li>(2) Enter other unit's nets (such as command, operations and intelligence (O&amp;I), and FS.</li> <li>(3) Ensure acceptance of task organization and connectivity within the digital network.</li> <li>b. The main CP or tactical CP collocates with forward/rearward force CP or command group as necessary.</li> <li>c. The S-3 section uses appropriate systems to update the COP, disseminating information between the forward/rearward force and/or the common higher HQ, and receives as a minimum: <ul style="list-style-type: none"> <li>(1) Current enemy activity to include location, composition, disposition, and feasible course of action (COA). Take the following actions: <ul style="list-style-type: none"> <li>(a) If moving, report direction of movement, formation, and estimated rate of advance.</li> <li>(b) If defending, report orientation; obstacle locations; perceived engagement areas (EA); flanks; proposed breach sites, if applicable; and reserves, if known.</li> </ul> </li> <li>(2) Answer the forward/rearward commander's critical information requirements (CCIR).</li> <li>(3) Friendly actions to include location, size, and activities of combat and sustainment elements.</li> <li>(4) Ongoing reconnaissance operations and status of area surveillance with respect to purpose for observation.</li> <li>(5) Locations and orientation of fires for stationary units supporting the BHO and POL.</li> <li>(6) Fire mission requests, status, and availability.</li> <li>(7) Activation of contact points for guides.</li> <li>(8) Shifting of additions or modifications to control measures.</li> <li>(9) If applicable, locations of obstacles, lanes, and degree of marking IAW order and/or SOP.</li> <li>(10) If applicable, tracks and disseminates positions and status of supporting units.</li> </ul> </li> <li>d. The fires cell coordinates activation and/or shifting of FSCMs as necessary. They take the following actions: <ul style="list-style-type: none"> <li>(1) Ensure all subordinate and supporting elements acknowledge changes to FSCMs.</li> <li>(2) Ensure forward/rearward forces and the common higher HQ acknowledge changes to FSCMs.</li> </ul> </li> <li>e. The BCT/BN engineer coordinator (ENCOORD) establishes contact with the ENCOORD of the other unit, tracks the mobility-counter mobility situation, and plans for the use of combat engineer support for the handover.</li> </ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>f. The staff coordinates transfer of mission command of elements between the BCT/BN and other HQ IAW order and/or SOP. They take the following actions:</p> <ul style="list-style-type: none"> <li>(1) Ensure BCT/BN elements have established communications with the gaining HQ prior to BHO.</li> <li>(2) Establish contact with elements for which the BCT/BN is accepting mission command prior to BHO.</li> </ul> <p>g. The S-3 confirms manning of contact or linkup points to coordinate passage or bypass with forward/follow-on/security force.</p> <p>h. The liaison officer (LNO) or liaison team coordinates with other HQ, as applicable, to include:</p> <ul style="list-style-type: none"> <li>(1) Establishing voice and digital communications.</li> <li>(2) Coordinating with staff sections to answer requests for information and providing additional information on BCT/BN operations. Take the following actions: <ul style="list-style-type: none"> <li>(a) Describe the commander's intent.</li> <li>(b) Describe CCIR.</li> <li>(c) Describe the scheme of maneuver to include sequence and timing of critical events.</li> <li>(d) Describe operations security (OPSEC) and deceptive activities.</li> </ul> </li> <li>(3) Sharing or disseminating enemy and friendly situation updates.</li> <li>(4) Alerting the BCT/BN of significant events, changes to the other commander's CCIR, and forwarding intelligence reports and products.</li> <li>(5) Conducting linkup procedures at contact points.</li> <li>(6) Confirming POLs and/or BHO coordination.</li> </ul>		
<p>Execute</p> <p>4. The BCT/BN accepts BHO from a forward stationary or moving force IAW the order and/or SOP. They take the following actions:</p> <ul style="list-style-type: none"> <li>a. Prepare for BHO. Take the following actions: <ul style="list-style-type: none"> <li>(1) If applicable, subordinate units occupy defensive or support by fire positions behind the BHL to provide direct FS for the withdrawing forward force.</li> <li>(2) If applicable, collocate designated CPs.</li> <li>(3) Establish air reconnaissance in the area of the handover, if applicable.</li> </ul> </li> <li>b. The XO/S-3 accepts reconnaissance handover when criteria are met. They take the following actions: <ul style="list-style-type: none"> <li>(1) Coordinate movement and/or positioning of BCT/BN elements to accept reconnaissance and/or target handover from an advantageous position. They consider the following: <ul style="list-style-type: none"> <li>(a) Name areas of interest (NAI).</li> <li>(b) Preplan targets.</li> </ul> </li> </ul> </li> </ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>(c) Determine high-payoff targets (HPT) and/or enemy/threat forces in contact.</p> <p>(2) Establish air and ground surveillance of designated areas and/or acquire enemy/threat forces based on the information requirements, CCIR, and attack guidance.</p> <p>c. The XO/S-3 accepts BHO when criteria are met. They take the following actions:</p> <p>(1) Ensure the BCT/BN accepts mission command of any forward force elements forward of the BHL until released.</p> <p>(2) Report and receive acknowledgement of BHO within the BCT using maneuver control system (MCS), Force XXI battle command brigade and below (FBCB2), and voice communications.</p> <p>(3) Report BHO completion to common higher HQ using MCS and voice communications.</p> <p>5. The BCT/BN conducts BHO with a follow-on force IAW order and/or SOP. They take the following actions:</p> <p>a. Prepare for the BHO. Take the following actions:</p> <p>(1) Subordinate units occupy defensive or support by fire positions to provide direct FS to the follow-on force as necessary.</p> <p>(2) Man contact and traffic control points and position guides as necessary.</p> <p>(3) Continue reconnaissance operations to maintain contact with enemy forces or surveillance of designated areas to provide information and answer the follow-on forces—</p> <p>(a) Information requirements (IR).</p> <p>(b) Priority intelligence requirements (PIR).</p> <p>(c) Locations of HPTs.</p> <p>(4) Establish restrictive FSCMs around reconnaissance elements and/or observation posts (OP) beyond the BHL, as required.</p> <p>(5) Establish voice and digital communications with the follow-on force, as necessary.</p> <p>(6) If applicable, collocate designated CPs.</p> <p>b. The XO/S-3 conducts reconnaissance handover with the accepting HQ when criteria are met. They take the following actions:</p> <p>(1) Provide guides and control movement and/or positioning of follow-on reconnaissance elements to accept reconnaissance and/or target handover, to include:</p> <p>(a) NAIs.</p> <p>(b) Preplanned targets.</p> <p>(c) HPTs and/or enemy/threat forces in contact.</p> <p>(2) Conduct reconnaissance handover when the follow-on force acknowledges it is observing designated locations and/or has gained contact with designated enemy forces.</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>c. The XO/S-3 conducts BHO with accepting HQ when criteria are met. They take the following actions:</p> <ul style="list-style-type: none"> <li>(1) Coordinate movement of follow-on forces behind the BHL until BHO.</li> <li>(2) Report and receive acknowledgement of BHO within the BCT/BN using MCS, FBCB2, and voice communications.</li> <li>(3) Report BHO completion to common higher HQ using MCS and voice communications.</li> </ul> <p>6. The BCT/BN conducts BHO with a stationary force to its rear IAW order and/or SOP. They take the following actions:</p> <ul style="list-style-type: none"> <li>a. Prepare for the BHO. Take the following actions: <ul style="list-style-type: none"> <li>(1) Confirm stationary force has occupied positions to provide overwatch and assist the rearward passage of lines.</li> <li>(2) Assure that air corridors are current and available for aviation elements.</li> <li>(3) Coordinate advance positioning of artillery units behind the BHL and movement of sustainment elements.</li> <li>(4) Employ indirect fires to suppress enemy in contact and screen friendly movement.</li> <li>(5) Control disengagement of subordinate units while maintaining contact using reconnaissance elements.</li> </ul> </li> <li>b. The XO/S-3 conducts reconnaissance handover with accepting HQ when criteria are met. They take the following actions: <ul style="list-style-type: none"> <li>(1) Guide and control movement and/or positioning of stationary reconnaissance elements forward of the BHOL to gain contact or initiate surveillance to include: <ul style="list-style-type: none"> <li>(a) NAIs.</li> <li>(b) Preplanned targets.</li> <li>(c) HPTs and/or enemy forces in contact.</li> </ul> </li> <li>(2) Ensure withdrawing elements establish contact with stationary force forward reconnaissance elements.</li> <li>(3) Maintain surveillance of enemy forces until stationary force elements confirm redundant surveillance is ongoing.</li> <li>(4) Conduct reconnaissance handover when the follow-on force acknowledges it is observing designated locations and/or has gained contact with designated enemy forces.</li> </ul> </li> <li>c. The XO/S-3 conducts BHO with accepting HQ when criteria are met. They take the following actions: <ul style="list-style-type: none"> <li>(1) Control movement of stationary forces forward of the BHL until BHO.</li> <li>(2) Report and receives acknowledgement of BHO within the BCT/BN using MCS, FBCB2, and voice communications.</li> <li>(3) Report BHO completion to common higher HQ using MCS and voice communications.</li> </ul> </li> </ul>		



TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>7. During battle handover, the fires cell conducts FS handover with accepting HQ when criteria are met. They take the following actions:</p> <ul style="list-style-type: none"> <li>a. Coordinate movement and positioning of artillery assets prior to FS handover to ensure responsive fires from all supporting artillery assets.</li> <li>b. Control movement and guides positioning as necessary stationary force target acquisition assets to assume surveillance of designated targets IAW the FS plan and/or attack guidance.</li> <li>c. Establish or shifts FSCMs as required.</li> <li>d. Account for stationary force EFSTs and attack guidance in executing fires.</li> <li>e. Process calls for fire by the forward, follow-on, and/or stationary forces until FS handover.</li> <li>f. Conduct FS handover when criteria are met.</li> </ul> <p>8. During battle handover, the BCT/BN ENCOORD confirms that gaps or lanes through friendly force obstacles are open for the duration of the handover, closed at its duration, and status reported to moving units.</p> <p>Assess</p> <p>* 9. The BCT/BN leaders assess the operation. They take the following actions:</p> <ul style="list-style-type: none"> <li>a. Monitor the situation during all phases of the operation.</li> <li>b. Direct adjustments to ensure that operations remain aligned with the commander's intent.</li> </ul> <p>10. The BCT/BN consolidate as necessary. (Refer to Task 07-6-5037, Conduct Consolidation [Battalion-Brigade]).</p> <p>11. The BCT/BN reorganize as necessary. (Refer to Task 07-6-5082, Conduct Reorganization [Battalion-Brigade]).</p> <p>12. The BCT/BN continue operations as directed.</p> <p>“*” indicates a leader task step.</p>		

### SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
07-6-5037	Conduct Consolidation (Battalion-Brigade)
07-6-5082	Conduct Reorganization (Battalion-Brigade)
07-6-1081	Conduct a Passage of Lines as a Passing Unit (Battalion-Brigade)
07-6-1082	Conduct a Passage of Lines as a Stationary Unit (Battalion-Brigade)
17-6-1007	Conduct ISR Synchronization and Integration (Battalion-Brigade)
71-8-2210	Perform Intelligence Preparation of the Battlefield (Battalion-Corps)
71-8-5110	Plan Operations Using the Military Decision-Making Process (Battalion-Corps)
71-8-5123	Task Organize for Operations (Battalion-Corps)
71-8-5145	Composite Risk Management (Battalion-Corps)

**TASK:** Conduct a Relief in Place (Battalion-Brigade) (07-6-1107)

(FM 3-90)

(FM 3-21.20)

(FM 3-90.5)

**CONDITIONS:** The brigade combat team (BCT) or battalion (BN) is conducting operations independently or as part of a division or Army forces, and receives an operation order (OPORD) or fragmentary order (FRAGO) to conduct a relief in place. The BCT/BN is designated as the relieving unit. The order includes all applicable overlays, graphics, time of relief, sequence of events, future missions of the relieving force, route priorities, any restrictions, and extraordinary security measures. Enemy contact is unlikely. All necessary BCT/BN personnel and equipment are available. The BCT/BN has communications with higher, adjacent, subordinate, and supporting elements. The BCT/BN is provided guidance on the rules of engagement (ROE). Military, civilian, joint and multinational partners and news media may be present in the operational environment (OE). Some iterations of this task should be performed in mission-oriented protective posture 4 (MOPP) 4.

**STANDARDS:** The BCT/BN conducts the relief in place in accordance with (IAW) the standing operating procedures (SOP), the order, and/or higher headquarters commander's guidance. The BCT/BN establishes contact and collocates command posts (CPs) with relieved unit, exchanges plans and liaisons, conducts briefings, performs detailed reconnaissance, and publishes orders with detailed instructions for the relief in place.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>Plan</p> <ul style="list-style-type: none"> <li>* 1. BCT/BN leaders gain and/or maintain situational understanding (SU) using available communications equipment, maps, intelligence summaries, situation reports (SITREPs), and other available information sources. Intelligence sources include human intelligence (HUMINT), signal intelligence (SIGINT), and imagery intelligence (IMINT) to include unmanned aircraft systems (UASs).</li> <li>* 2. BCT/BN commander and staff receive an order or anticipate a new mission and begins the military decision-making process (MDMP). (Refer to Task 71-8-5110, Plan Operations Using the Military Decision-Making Process [Battalion-Corps] for further details.) They take the following actions: <ul style="list-style-type: none"> <li>a. Conduct a map reconnaissance.</li> <li>b. Update the joint common database and common operational picture (COP), providing current SU to provide timely and accurate information for intelligence preparation of the battlefield (IPB) and the planning process.</li> <li>c. Conduct intelligence IPB. (Refer to Task 71-8-2210, Perform Intelligence Preparation of the Battlefield [Battalion-Corps].)</li> <li>d. Determine time when the BCT/BN assumes responsibility for the area of operation (AO).</li> <li>e. Determine control measures to facilitate the relief, such as: <ul style="list-style-type: none"> <li>(1) AO with associated boundaries.</li> <li>(2) Battle positions.</li> <li>(3) Contact points and coordinating points.</li> <li>(4) Start points and release points.</li> <li>(5) Routes and passage points.</li> <li>(6) Assembly areas (AAs),</li> <li>(7) Fire support coordinating measures, and defensive fire coordination measures, such as target reference points and engagement areas.</li> </ul> </li> <li>f. Plan to conduct the relief in place during periods of limited visibility.</li> </ul> </li> </ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>g. Establish communications with the stationary unit.</p> <p>h. Task organize to closely resemble the relieved force.</p> <p>i. Determines advance party composition and guidance.</p> <p>j. Prepares a situational template (SITTEMP) that includes:</p> <ol style="list-style-type: none"> <li>(1) All known enemy location(s).</li> <li>(2) Enemy courses of action (ECOAs).</li> <li>(3) Enemy reaction to friendly battle techniques.</li> <li>(4) Enemy weaknesses.</li> <li>(5) Identifiable actions or events that seem to trigger specific enemy actions.</li> <li>(6) Time and sequence of events.</li> </ol> <p>k. Plan for key leaders to conduct a detailed reconnaissance and coordination.</p> <p>l. Plan to collocate the CP.</p> <p>m. Determine method to use for the relief:</p> <ol style="list-style-type: none"> <li>(1) Sequential relief.</li> <li>(2) Simultaneous relief.</li> <li>(3) Staggered.</li> </ol> <p>n. Determine traffic control plan for the movement of forces.</p> <p>o. Conduct vulnerability and/or MOPP analysis.</p> <p>p. Determine order of maneuver, protection and sustainment elements relief.</p> <p>q. Coordinate security plans and contingency plans if an enemy attack occurs during the relief.</p> <p>r. Conduct coordination with the relieved unit, to include:</p> <ol style="list-style-type: none"> <li>(1) Fire plans and exchanges target lists.</li> <li>(2) Sustainment.</li> <li>(3) Rearward passage of lines for the relieved unit.</li> <li>(4) Early occupation of the relieved unit's firing positions.</li> <li>(5) Relieved unit's fire support (FS) assets to remain in position until all maneuver elements are relieved.</li> <li>(6) Relieve forward observers, fire support teams (FIST), and combat observation laser teams (COLTs).</li> <li>(7) FS plan with new engineer countermobility and survivability plan, if applicable.</li> </ol> <p>s. Coordinate location and disposition of obstacles, enemy and friendly.</p> <p>t. Adopt the relieved unit's pattern of activity.</p> <p>u. Coordinate decontamination sites.</p> <p>v. Determine priority for improving the countermobility and survivability plan.</p> <p>w. Develop an air defense artillery (ADA) early warning plan.</p> <p>x. Consider relieving indirect-fire assets as the last units relieved (regardless of the relief technique used to facilitate uninterrupted fires and effects to support the relief).</p> <p>y. Conduct composite risk management. (Refer to Task 71-8-5145, Conduct Composite Risk Management [Battalion-Corps].)</p> <p>Prepare</p> <p>3. BCT/BN prepares for the relief in place. They take the following actions:</p> <ol style="list-style-type: none"> <li>a. Confirm contact with the relieved unit commander or designated representative.</li> <li>b. Collocate its tactical CP with the main CP of the relieved unit.</li> <li>c. Exchange plans and liaison personnel with the relieved unit.</li> <li>d. Conduct necessary briefings for BCT/BN personnel.</li> </ol>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>e. Collocate air defense artillery (ADA) assets with unit being relieved.</p> <p>f. Perform reconnaissance to include reconnaissance of routes:</p> <ol style="list-style-type: none"> <li>(1) To assembly area that BCT/BN occupies prior to relief.</li> <li>(2) From assembly area to positions of the unit being relieved.</li> </ol> <p>g. Publish orders with detailed instructions for the relief in place.</p> <p>h. Conduct a rehearsal, preferably with the unit being relieved.</p> <p>Execute</p> <p>4. BCT/BN executes the relief IAW the method chosen. Take the following actions:</p> <ol style="list-style-type: none"> <li>a. Occupy assembly area.</li> <li>b. Position forces, including: <ol style="list-style-type: none"> <li>(1) Positioning indirect fire assets by: <ol style="list-style-type: none"> <li>(a) Employs relieving and relieved unit indirect fire assets to support relief.</li> <li>(b) Maintaining relieved unit's previous schedule of fires so as not to alert the enemy of the relief.</li> </ol> </li> <li>(2) Position engineer assets to provide mobility support for moving units.</li> <li>(3) Position ADA assets to ensure coverage of both forces (incoming ADA assets are operational control to the outgoing commander until passage of command).</li> </ol> </li> <li>c. Relieving force establishes a screen of the relieved unit's positions as the tactical situation permits.</li> <li>d. Move remainder of BCT/BN to positions behind the unit being relieved.</li> <li>e. Conduct passage of command at the previously established time or event.</li> <li>f. Monitor the handover of obstacles and obstacle lanes between units.</li> <li>g. Control lane closures to prevent fratricide and slowing of the relief.</li> <li>h. CPs remains collocated to share battle tracking and reports until completion of the relief.</li> <li>i. Consolidate sustainment assets after completion of the relief.</li> </ol> <p>5. BCT/BN report completion of relief in place.</p> <p>Assess</p> <p>6. BCT/BN continues to receive updates during mission execution.</p> <p>7. BCT/BN consolidates as necessary. (Refer to Task 07-6-5037, Conduct Consolidation [Battalion-Brigade].)</p> <p>8. BCT/BN reorganizes as necessary. (Refer to Task 07-6-5082, Conduct Reorganization [Battalion-Brigade].)</p> <p>9. BCT/BN continues operations as directed.</p> <p>“*” indicates a leader task step.</p>		

**SUPPORTING COLLECTIVE TASKS**

<b>Task Number</b>	<b>Task Title</b>
06-5-5082	Establish Fire Support Operations
06-6-5059	Coordinate Target Attack
06-6-5066	Employ Lethal Fires in Support of the BCT
07-6-1063	Conduct a Linkup (Battalion-Brigade)
07-6-5037	Conduct Consolidation (Battalion-Brigade)
07-6-5082	Conduct Reorganization (Battalion-Brigade)
07-6-6073	Secure Civilians During Operations (Battalion-Brigade)
17-6-0308	Synchronize Close Air Support (Battalion-Brigade)
17-6-1007	Conduct ISR Synchronization and Integration (Battalion-Brigade)
71-8-2210	Perform Intelligence Preparation of the Battlefield (Battalion-Corps)
07-6-6073	Secure Civilians During Operations (Battalion-Brigade)
71-8-5110	Plan Operations Using the Military Decision-Making Process (Battalion-Corps)
71-8-5145	Conduct Composite Risk Management (Battalion-Corps)
71-8-5200	Conduct Command Post Operations (Battalion-Corps)

## Chapter 2

**TASK:** Conduct Mobility, Countermobility, and/or Survivability (Battalion-Brigade) (07-6-6082)  
(FM 3-90.6) (FM 3-90.5) (FM 3-34)

**CONDITIONS:** The brigade combat team (BCT) or battalion (BN) is conducting operations independently or as part of a higher headquarters (HQ) and receives an operation order (OPORD) or fragmentary order (FRAGO) to conduct a mission (offensive or defensive) at a specified time and location. All necessary personnel and equipment are available. The BCT/BN has communications with higher, adjacent, subordinate, and supporting elements. The unit is provided guidance by the rules of engagement (ROE) and may also have mission instructions such as a peace mandate, terms of reference, and status-of-forces agreement (SOFA). Military, civilian, joint and multinational partners, and news media may be present in the operational environment (OE). Some iterations of this task should be performed in mission-oriented protective posture (MOPP) 4.

**STANDARDS:** The BCT/BN conducts mobility, countermobility, and/or survivability operations in accordance with (IAW) the standing operating procedures (SOPs), the order, and/or higher headquarters (HQ) commander's guidance. The BCT/BN integrates and synchronizes warfighting functions based on the factors of mission, enemy, terrain and weather, troops and support available, time available, and civil considerations (METT-TC). The BCT/BN conducts extensive reconnaissance of enemy and friendly approaches, routes, and terrain. The BCT/BN executes engineer tasks IAW the commander's intent. The BCT/BN sites obstacles to provide force protection or breaches obstacles to provide freedom of maneuver. The BCT/BN complies with the ROE, mission instructions, higher HQ orders, and other special orders. All communication and reporting is IAW the applicable SOP.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>Plan</p> <p>* 1. The BCT/BN leaders gain and/or maintain situational understanding (SU) using available communications equipment, maps, intelligence summaries, situation reports (SITREPs), and other available information sources. Intelligence sources include human intelligence (HUMINT), signal intelligence (SIGINT), and imagery intelligence (IMINT) to include unmanned aircraft systems (UASs).</p> <p>* 2. The BCT/BN commander and staff receive an order or anticipate a new mission and begin the military decision-making process (MDMP). (Refer to Task 71-8-5110, Plan Operations Using the Military Decision-Making Process [Battalion-Corps].) They take the following actions:</p> <ol style="list-style-type: none"><li>Conduct a map reconnaissance.</li><li>Update the joint common database and common operational picture (COP), and provide current SU to disseminate timely and accurate information for intelligence preparation of the battlefield (IPB) and the planning process.</li><li>Conduct IPB. (Refer to Task 71-8-2210, Perform Intelligence Preparation of the Battlefield [Battalion-Corps].)</li><li>Organize the unit to accomplish the mission. (Refer to Task 71-8-5123, Task Organize for Operations [Battalion-Corps].) Take the following actions:<ol style="list-style-type: none"><li>Designate the decisive operation as required.</li><li>Augment engineer support.</li><li>Designate the shaping operations.</li><li>Designate a breach element as required.</li><li>Designate an assault element as required.</li></ol></li></ol>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>(6) Designate a reserve as necessary and or as directed.</p> <p>e. Integrate and synchronize warfighting functions based on the factors of METT-TC. Take the following actions:</p> <p>(1) Synchronize fires. Take the following actions:</p> <ul style="list-style-type: none"> <li>(a) Coordinate fires to suppress, neutralize, or destroy critical enemy forces that most affect the unit's mission.</li> <li>(b) Assign priority of fires (artillery and mortars) or nonlethal effects and priority of targets.</li> <li>(c) Plan obscuration fires as required.</li> <li>(d) Plan deception fires to deceive the enemy as necessary.</li> <li>(e) Plan fires to support the reconnaissance effort.</li> <li>(f) Plan fires to cover friendly obstacles.</li> <li>(g) Plan and coordinate indirect fires and/or close air support (CAS), for approaching enemy or to delay and neutralize repositioning enemy forces and reserves.</li> <li>(h) Plan locations of critical friendly zones (CFZ) to protect critical actions such as support forces, breaching efforts, and artillery assets to prevent fratricide.</li> </ul> <p>(2) Synchronize engineer support. Take the following actions:</p> <ul style="list-style-type: none"> <li>(a) Confirm terrain visualization products from higher HQ are available and distributed for planned breach sites, possible bypasses, defending enemy positions or key weapons, and or friendly support-by-fire (SBF) positions.</li> <li>(b) Integrate obstacle intelligence (OBSTINTEL) requirements into the priority intelligence requirements (PIR) and reconnaissance and surveillance (R&amp;S) plan.</li> <li>(c) Confirm OBSTINTEL receives immediate unit-wide dissemination, including supporting maneuver and sustainment units.</li> <li>(d) Identify required mobility tasks throughout the depth of the unit zone or axis.</li> <li>(e) Apply mission command to rapidly shift priority of effort and support to reinforce success or respond to a changing situation.</li> <li>(f) Plan scatterable mine (SCATMINE) systems for flank security and hasty defense as required.</li> <li>(g) Develop a scheme-of-obstacle overlay and obstacle-execution matrix IAW the mission.</li> </ul> <p>(3) Plan to support defensive operations. Take the following actions:</p> <ul style="list-style-type: none"> <li>(a) Develop a plan that focuses on maintaining the unit's freedom of maneuver.</li> <li>(b) Plan an obstacle system that not only attacks the enemy where desired but also assists counterattacks and facilitates future operations IAW the commander's intent.</li> </ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> <li>(c) Identify critical engineer tasks early.</li> <li>(d) Develop operations security (OPSEC) measures and a specific counter reconnaissance plan. (Both prevent premature disclosure of the defense and are essential.)</li> <li>(e) Task organize engineers to support a rapid transition to the offense.</li> <li>(f) Designate engineers to support the reserve.</li> <li>(g) Plan obstacles to support spoiling attacks and counterattacks.               <ul style="list-style-type: none"> <li><u>1.</u> Position situational obstacles early and link them to natural and other manmade obstacles.</li> <li><u>2.</u> Integrate triggers for the execution of situational and reserve obstacles in the decision support template (DST).</li> </ul> </li> <li>(h) Designate engineers not held in reserve but who are committed and working on the commander's priority tasks.</li> <li>(i) Plan obstacles for forward deployed forces.</li> <li>(j) Clear counterattack routes of obstacles.</li> <li>(k) Prepare breaches through friendly obstacles.</li> <li>(l) Construct combat roads and trails for counterattacks and lateral movement between fighting positions.</li> <li>(m) Plan breaching and assault-bridging operations for reserves or the counterattack force.</li> <li>(n) Plan multiple obstacle locations to support depth and flexibility in the defense.</li> <li>(o) Ensure adequate security for obstacle emplacement systems.</li> <li>(p) Focus the countermobility effort to cause the enemy to maneuver into engagement areas (EAs) where the BCT intends to kill them.</li> <li>(q) Ensure adequate mobility support for withdrawing security forces, the reserve, the counterattack force, and the repositioning of main battle area forces.</li> <li>(r) Ensure the integration of survivability priorities for critical systems and units through the development and implementation of an execution matrix and timeline.</li> <li>(4) Plan to support offensive operations. Take the following actions:               <ul style="list-style-type: none"> <li>(a) Develop plan that focuses on sustaining the offense's momentum.</li> <li>(b) Integrate a highly mobile engineer force well forward into maneuver formations.</li> <li>(c) Designate engineers or maneuver elements that are responsible for reporting and marking lanes or bypasses through or around obstacles.</li> <li>(d) Identify engineer equipment such as replacement bridges for armored launchers, follow-on tactical bridging, lift capability for mine-clearing line charge reloading, and lane-marking materials to replenish marking systems.</li> </ul> </li> </ul>		



TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>(e) Plan for combined-arms obstacle-breaching rehearsals to ensure that all elements involved were synchronized.</p> <p>(f) Identify general engineering requirements that will increase during offensive combat since lines of communications (LOCs) would lengthen.</p> <p>(g) Plan for an on-call rapid-mining and rapid-obstacle emplacement capability that is essential for flank security.</p> <p>(h) Designate engineers to emplace obstacles rapidly to protect attacking forces from enemy counterattacks once on the objective.</p> <p>(i) Plan for a transition to the defense.</p> <p>(5) Synchronize air defense (AD) support. Take the following actions:</p> <p>(a) Coordinate adequate AD of the unit during movement.</p> <p>(b) Shift assets as required by phase of the operation.</p> <p>(c) Plan for increased AD coverage of areas where the unit is most vulnerable to air attacks such as during breaching operations or movements through restrictive terrain.</p> <p>f. Conduct composite risk management. (Refer to Task 71-8-5145, Conduct Composite Risk Management [Battalion–Corps].)</p> <p>* 3. The BCT/BN commander and staff conduct a confirmation briefing with subordinates to ensure subordinates understand commander's intent and concept.</p> <p>Prepare</p> <p>4. The BCT/BN prepares for the mission. They take the following actions:</p> <p>a. Refine the plan based on continuously updated intelligence.</p> <p>b. Conduct extensive reconnaissance of enemy and friendly approaches, routes, and terrain. Locate obstacles to determine:</p> <p>(1) Size and boundaries.</p> <p>(2) Composition and breaching requirements.</p> <p>(3) Gaps and bypass routes.</p> <p>(4) Detection of enemy weapons covering each obstacle.</p> <p>(5) Available amount of cover and concealment on routes and approaches.</p> <p>(6) Best terrain for sighting friendly obstacles.</p> <p>c. Conduct precombat checks.</p> <p>d. Supervise staff MDMP/subordinate troop-leading procedures to ensure planning and preparations are on track and consistent with the unit commander's intent.</p> <p>e. Conduct rehearsals during day and limited visibility if possible.</p> <p>f. Position forces IAW the plan.</p> <p>Execute</p> <p>5. The BCT/BN executes area defense tasks IAW the commander's intent. They take the following actions:</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>a. Retain centralized control over engineer elements and their resources.</p> <p>b. Withdraw engineers to work on subsequent defenses in depth once the battle is underway.</p> <p>c. Emplace tactical obstacles to:</p> <ol style="list-style-type: none"> <li>(1) Force the enemy into engagement areas (EAs).</li> <li>(2) Block the enemy from further advance.</li> <li>(3) Block the enemy from using avenues of approach that would allow him to avoid the main defense.</li> <li>(4) Fragment the enemy force and allow the defender to deal with only a small portion of the enemy at a time.</li> </ol> <p>6. The BCT/BN breaches obstacles. They take the following actions:</p> <ol style="list-style-type: none"> <li>a. Report all friendly obstacles and enemy obstacles that impact friendly maneuver and/or movement. Locations of breaches are reported to the higher HQ.</li> <li>b. Breach quickly considering the size and coverage of the obstacle.</li> <li>c. Mark lanes and distribute information within unit.</li> <li>d. Guide follow-on elements through the breach.</li> </ol> <p>7. The BCT/BN conducts survivability actions whenever the unit stops. They take the following actions:</p> <ol style="list-style-type: none"> <li>a. Position all vehicles in full defilade positions and use available concealment and camouflage.</li> <li>b. Protect all dismounted Soldiers against indirect fire.</li> <li>c. Confirm all vehicles have alternate and supplementary positions and cover routes as time allows.</li> </ol> <p>8. The BCT/BN conducts deliberate survivability actions whenever the unit stops for longer than eight hours.</p> <p>Assess</p> <p>* 9. The BCT/BN leaders assess the operation. They take the following actions:</p> <ol style="list-style-type: none"> <li>a. Monitor continuously the situation and the progress of the operation.</li> <li>b. Direct adjustments to ensure that operations remain aligned with the commander's intent.</li> </ol> <p>10. The BCT/BN consolidates as necessary. (Refer to Task 07-6-5037, Conduct Consolidation [Battalion-Brigade].)</p> <p>11. The BCT/BN reorganizes as necessary. (Refer to Task 07-6-5082, Conduct Reorganization [Battalion-Brigade].)</p> <p>12. The BCT/BN continues operations as directed.</p> <p>“*” indicates a leader task step.</p>		

**SUPPORTING COLLECTIVE TASKS**

<b>Task Number</b>	<b>Task Title</b>
05-2-1025	Provide Support for Mobility Operations
05-2-1701	Conduct Route Clearing Operations
05-3-1016	Perform a Route Classification
05-6-0092	Plan Engineer Countermobility Operations
05-6-0125	Plan Engineer Mobility requirements in the Area of Operation (AO)
07-2-1396	Employ Obstacles (Platoon-Company)
07-2-1477	Breach an Obstacle (Platoon-Company)
07-6-1252	Conduct a Combined Arms Breach of an Obstacle (Battalion-Brigade)
07-6-5037	Conduct Consolidation (Battalion-Brigade)
07-6-5082	Conduct Reorganization (Battalion-Brigade)
71-8-5110	Plan Operations Using the Military Decision-Making Process (Battalion-Corps)
71-8-5123	Task Organize for Operations (Battalion-Corps)
71-8-5145	Conduct Composite Risk Management (Battalion-Corps)

## Chapter 2

**TASK:** Conduct a Gap Crossing (Battalion-Brigade) (07-6-1091)  
(FM 3-90.12) (FM 3-34.22)

**CONDITIONS:** The brigade combat team (BCT) or battalion (BN) is conducting operations independently or as part of a division or Army force and receives an operation order (OPORD) or fragmentary order (FRAGO) to conduct a mission which requires a gap crossing. The unit is designated as one of the lead elements. The order includes all applicable overlays and/or graphics. The division or Army force prepares the gap crossing plan and provides crossing assets. The higher headquarters directs the operation to isolate the bridgehead from enemy reinforcements and counterattacking formations. The higher headquarters (HQ) traffic-control cell schedules traffic, routes traffic, and monitors traffic behind the lead units. higher HQ has provided a crossing area commander, crossing area engineer, and crossing site commander. All necessary personnel and equipment are available. The unit has communications with higher, adjacent, subordinate, and supporting elements. The unit has been provided guidance on the rules of engagement (ROE). Military and civilian, joint and multinational partners, and news media may be present in the operational environment (OE). Some iterations of this task should be conducted during limited visibility conditions. Some iterations of this task should be performed in mission-oriented protective posture (MOPP) 4.

**STANDARDS:** The BCT/BN conducts the gap crossing in accordance with (IAW) the standing operating procedures (SOP), the order, and/or higher HQ commander's guidance. The unit seizes objectives that secure the near side. The unit seizes far-side, exit-bank, and intermediate objectives. The unit advances from the exit bank and seizes the bridgehead objective. The unit complies with the ROE.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>Plan</p> <ul style="list-style-type: none"><li>* 1. BCT/BN leaders gain and/or maintain situational understanding (SU) using available communications equipment, maps, intelligence summaries, situation reports (SITREPs), and other available information sources. Intelligence sources include human intelligence (HUMINT), signal intelligence (SIGINT), and imagery intelligence (IMINT) to include unmanned aircraft systems (UASs).</li><li>* 2. BCT/BN commander and staff receive an order or anticipate a new mission and begin the military decision-making process (MDMP). (Refer to Task 71-8-5110, Plan Operations Using the Military Decision-Making Process for further details.) They take the following actions:<ul style="list-style-type: none"><li>a. Organize the unit to accomplish the mission. (Refer to Task 71-8-5123, Task Organize for Operations [Battalion-Corps] for further details.) Take the following actions:<ul style="list-style-type: none"><li>(1) Determine the type of gap crossing:<ul style="list-style-type: none"><li>a. Deliberate.</li><li>b. Hasty.</li><li>c. Covert.</li></ul></li><li>(2) Organization considerations:<ul style="list-style-type: none"><li>a. Assault force.</li><li>b. Assured mobility force.</li><li>c. Bridgehead force.</li><li>d. Breakout force.</li></ul></li></ul></li><li>b. Update the joint common database and common operational picture (COP), provide current SU to disseminate timely and accurate information for intelligence preparation of the battlefield (IPB) and the planning process by:</li></ul></li></ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> <li>(1) Including engineers in reconnaissance of the crossing area and sites to provide technical expertise on the characteristics of the crossing site and reduction of any obstacles the enemy has employed.</li> <li>(2) Confirming and marking crossing sites and approaches to crossing sites (if not marked by higher HQ).</li> <li>(3) Determining the amount and type of enemy resistance.</li> <li>c. Conduct intelligence preparation of the battlefield (IPB). (Refer to Task 71-8-2210, Perform Intelligence Preparation of the Battlefield [Battalion-Corps].) Take the following actions: <ul style="list-style-type: none"> <li>(1) Identify key terrain affecting the crossing.</li> <li>(2) Create a template of the enemy defense at the gap.</li> <li>(3) Estimate the crossing capability of the area using terrain data and available crossing means.</li> <li>(4) Calculate force crossing rates for each crossing area using the troop list.</li> <li>(5) Review available bridging assets.</li> </ul> </li> <li>d. Develop a crossing overlay that showed the crossing areas, the crossing sites, the routes leading up to them from waiting areas, and all control measures necessary for the crossing (use higher HQ overlay as a guide).</li> <li>e. Plan suppressive fires and smoke to cover crossing (if not planned by higher HQ).</li> <li>f. Establish limits of advance (LOAs) and fire-support coordination lines (FSCls) for the dismounted elements conducting the assault.</li> <li>g. Confirm each unit commander designated a movement-control officer, who coordinates the unit's movement according to the movement-control plan.</li> <li>h. Issue the order and graphics to subordinate elements.</li> </ul> <p>Prepare</p> <ul style="list-style-type: none"> <li>3. Unit prepares for crossing. They take the following actions: <ul style="list-style-type: none"> <li>a. Verify communications connectivity with all subordinate mission command elements prior to movement.</li> <li>b. Task organize prior to the advance on the obstacle.</li> <li>c. Prevent the enemy from determining crossing locations or plans.</li> </ul> </li> </ul> <p>Execute</p> <ul style="list-style-type: none"> <li>4. BCT/BN reaches the gap and seizes objectives that secure the near side by: <ul style="list-style-type: none"> <li>a. Traveling in a formation that is mission, enemy, terrain and weather, troops and support available, time available, and civil considerations (METT-TC) driven.</li> <li>b. Developing hasty defensive positions to protect the crossing area and covering the crossing sites with direct and indirect fires.</li> </ul> </li> <li>5. BCT/BN main command post (CP) conducts activities as the crossing-area headquarters. They take the following actions: <ul style="list-style-type: none"> <li>a. Control units that provide the crossing means, traffic management, and obscuration.</li> <li>b. Control the use of military police (MP) and engineers to mark routes from the staging area to the crossing sites.</li> <li>c. Select staging, holding, and call-forward areas.</li> <li>d. Set up engineering regulating points (ERPs) and traffic control points (TCPs).</li> </ul> </li> <li>6. BCT/BN assaults across the gap on order or predetermines trigger from higher HQ. They take the following actions: <ul style="list-style-type: none"> <li>a. Control its own respective assault-crossing elements.</li> <li>b. Control smoke to obscure crossing sites at the gap.</li> </ul> </li> </ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>c. Seize exit-bank and intermediate objectives.</p> <p>7. BCT/BN advance from the exit bank as part of the division or Army forces. They take the following actions:</p> <ul style="list-style-type: none"> <li>a. Control the movement of its follow-on elements from the staging areas across the gap to its attack positions on the far side.</li> <li>b. Control the upgrade of crossing sites from assault boats to heavy rafts and/or bridging to ensure that the force buildup can support the advance from the exit-bank to intermediate objectives.</li> <li>c. Continue to cross unit vehicles and remount its dismounted soldiers in preparation for continued offensive operations.</li> <li>d. Establish the order of raft loads based on the division or Army force's crossing priorities.</li> </ul> <p>8. BCT/BN secures the bridgehead objective as part of the division or Army force. They take the following actions:</p> <ul style="list-style-type: none"> <li>a. Attack to seize and secure the bridgehead objectives to prevent the enemy from successfully counterattacking against forces within the bridgehead.</li> <li>b. Build sufficient combat power to establish a hasty defense in the sector.</li> <li>c. Maintain continuous far-side security to prevent bypassed enemy elements from infiltrating back to the gap and disrupting activities at the crossing sites</li> <li>d. Control the avenues of approach into the bridgehead.</li> <li>e. Continue to upgrade and monitor the crossing sites and control the movement of forces through the crossing area.</li> </ul> <p>Assess</p> <p>9. BCT/BN consolidates as necessary. (Refer to Task 07-6-5037, Conduct Consolidation (Battalion-Brigade), for further details.)</p> <p>10. BCT/BN reorganizes as necessary. (Refer to Task 07-6-5082, Conduct Reorganization (Battalion-Brigade), for further details.)</p> <p>11. BCT/BN continues the attack as part of the division or Army force element.</p> <p>“*” indicates a leader task step.</p>		

### SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0436	Coordinate Air-Ground Integration When Providing Close Combat Attack (CCA) Support
06-6-5066	Employ Lethal Fires in Support of the BCT
07-6-1252	Conduct a Combined Arms Breach of an Obstacle (Battalion-Brigade)
07-6-1092	Conduct an Attack (Battalion-Brigade)
07-6-5037	Conduct Consolidation (Battalion-Brigade)
07-6-5082	Conduct Reorganization (Battalion-Brigade)
71-8-2210	Perform Intelligence Preparation of the Battlefield (Battalion-Corps)
71-8-5110	Plan Operations Using the Military Decision-Making Process (Battalion-Corps)
71-8-5123	Task Organize for Operations (Battalion-Corps)
71-8-5200	Conduct Command Post Operations (Battalion-Corps)

**TASK:** Conduct a Combined Arms Breach of an Obstacle (Battalion-Brigade) (07-6-1252)  
(FM 3-34.2) (FM 3-90.6)

**CONDITIONS:** The brigade combat team (BCT) or battalion (BN) is conducting operations independently or as part of a higher headquarters, and receives an operation order (OPORD) or fragmentary order (FRAGO) to immediately breach an obstacle that cannot be bypassed. The BCT/BN has communications with higher, adjacent, subordinate, and supporting elements. The BCT/BN is provided guidance by the rules of engagement (ROE) and may also have mission Instructions, such as a peace mandate, terms of reference, and status of forces agreement (SOFA). Military, civilian, joint and multinational partners, and media may be in the operational environment (OE). Some iterations of this task should be performed in mission-oriented protective posture (MOPP) 4.

**STANDARDS:** The BCT/BN conducts the breach in accordance with (IAW) standing operating procedures (SOP), the order, or higher headquarters (HQ) commander's guidance. The BCT/BN incorporates the breach tenets (intelligence, breach organization, breach fundamentals, mass, and synchronization) throughout its planning and execution. The BCT/BN breaches obstacles using the fundamentals of suppress, obscure, secure, reduce, and assault (SOSRA). The BCT/BN provides security (near and far side), reduces the obstacle, marks lanes, and passes through the obstacle. The unit conducts all communication and reporting IAW applicable SOP. The unit complies with the ROE, mission instructions, higher headquarters (HQ) order, and other special orders.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>Plan</p> <ul style="list-style-type: none"> <li>* 1. BCT/BN leaders gain and/or maintain situational understanding (SU) using available communications equipment, maps, intelligence summaries, situation reports (SITREPs), and other available information sources. Intelligence sources include human intelligence (HUMINT), signal intelligence (SIGINT), and imagery intelligence (IMINT), to include unmanned aircraft systems (UASs).</li> <li>* 2. BCT/BN commander and staff receive an order or anticipate a new mission and begin the military decision-making process (MDMP). (Refer to Task 71-8-5110, Plan Operations Using the Military Decision-Making Process [Battalion-Corps] for further details.) They take the following actions: <ul style="list-style-type: none"> <li>a. Employ reconnaissance units and military intelligence units early in the MDMP process. (Refer to Task 71-8-2300, Perform Intelligence, Surveillance, and Reconnaissance [Battalion-Corps]). Take the following actions: <ul style="list-style-type: none"> <li>(1) Determine the width, depth, and composition of the obstacle system.</li> <li>(2) Locate the following during reconnaissance of the obstacle: <ul style="list-style-type: none"> <li>(a) Overwatch and or support-by-fire (SBF) positions to support the breach.</li> <li>(b) Vehicle positions, ant armor weapons, and enemy positions covering the obstacles.</li> <li>(c) Reinforcing and existing obstacles.</li> <li>(d) Covered and concealed routes to overwatch or SBF positions.</li> <li>(e) Covered and concealed routes to the initial breach points.</li> <li>(f) Tentative initial breach points.</li> </ul> </li> <li>(3) Prevent reconnaissance from disclosing the time, location, or plan for the breach by using UAS and other overhead platforms if available.</li> </ul> </li> </ul> </li> </ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>(4) Provide early warning of changes in the obstacle system through continuous surveillance of the obstacle system and supporting positions.</p> <p>b. Conduct IPB. (Refer to Task 71-8-2210, Perform Intelligence Preparation of the Battlefield [Battalion-Corps] for further details).</p> <p>c. Conduct the detailed reverse planning process, SITTEMP, and terrain products produced during mission analysis to determine the size and composition of support, breach, and assault elements. (BN only). Designate the following elements:</p> <ul style="list-style-type: none"> <li>(1) Support.</li> <li>(2) Breach.</li> <li>(3) Assault.</li> </ul> <p>d. Integrate and synchronize warfighting functions based on the mission variables of mission, enemy, terrain and weather, troops and support available, time available and civil considerations (METT-TC).</p> <ul style="list-style-type: none"> <li>(1) Synchronize fires. Take the following actions: <ul style="list-style-type: none"> <li>(a) Plan direct and indirect fires on the breach site to suppress, neutralize, and destroy critical enemy forces.</li> <li>(b) Plan suppression and obscuration fires in support of breaching operations.</li> <li>(c) Plan deception fires to deceive the enemy as to the location of the breach.</li> <li>(d) Plan fire support to support the reconnaissance effort.</li> <li>(e) Plan indirect fires and close air support (CAS) to delay or neutralize repositioning enemy forces and reserves.</li> <li>(f) Plan locations of critical friendly zones (CFZ) to protect the force from fratricide.</li> <li>(g) Integrate snipers (BN only).</li> </ul> </li> <li>(2) Synchronize engineer support. Take the following actions: <ul style="list-style-type: none"> <li>(a) Confirm terrain visualization products from higher HQ are distributed for the point of penetration, planned breach sites, possible bypasses, defending enemy positions and/or key weapons, and friendly support by fire (SBF) positions, if available.</li> <li>(b) Determine breach site location and required number of breach lanes based on the scheme of maneuver, actions on the objective, and the size of the assault force.</li> <li>(c) Apply mission command to rapidly shift priority of effort and/or support to reinforce success or respond to a changing situation.</li> <li>(d) Plan scatterable mine (SCATMINE) systems for flank security and hasty defense as required.</li> </ul> </li> <li>(3) Coordinate air defense (AD) to cover the breach and passage of units through the obstacles.</li> <li>(4) Synchronize sustainment. Take the following actions: <ul style="list-style-type: none"> <li>(a) Coordinate additional resources as required.</li> <li>(b) Plan immediate support to high-risk operations such as breaching or assaults by forward positioning of support assets.</li> <li>(c) Coordinate casualty evacuation.</li> <li>(d) Coordinate recovery and evacuation of vehicles and/or equipment (BN only).</li> </ul> </li> </ul> <p>e. Develop course of action (COA) using breaching elements of suppress, observe, secure, reduce, and assault (SOSRA) (BN only).</p>		



TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>(1) Develop COA using suppress. Take the following actions:</p> <ul style="list-style-type: none"> <li>(a) Identify the support element's axis of advance to SBF positions.</li> <li>(b) Establish SBF positions that allow the support element to fire simultaneously from different directions.</li> <li>(c) Establish appropriate fire control measures to control the support and breach elements' direct fires.</li> <li>(d) Determine the location and size of critical friendly zones (CFZs) to protect the support element.</li> <li>(e) Coordinate indirect fires and/or close air support (CAS), for approaching enemy or to delay and neutralize repositioning enemy forces and reserves.</li> <li>(f) Develop a plan for shifting and massing fires.</li> </ul> <p>(2) Develop COA using obscure. Take the following actions:</p> <ul style="list-style-type: none"> <li>(a) Determine the location of smoke targets.</li> <li>(b) Identify terrain features that mask the unit's point of breach and limit the number of enemy forces that could effectively observe and fire on the breach element.</li> <li>(c) Consider conducting the breach during limited visibility conditions, such as fog or darkness.</li> <li>(d) Determine smoke requirements.</li> <li>(e) Consider effects of weather.</li> <li>(f) Determine types of obscuration systems along with their capabilities and limitations.</li> </ul> <p>(3) Develop COA using secure. Take the following actions:</p> <ul style="list-style-type: none"> <li>(a) Plan direct fire control measures as necessary.</li> <li>(b) Use terrain and the positioning of near-side and far-side security SBF near the point of breach to facilitate survivability of the breach element.</li> <li>(c) Plan CFZ and ADA coverage around the reduction area for survivability and security of the breach force.</li> <li>(d) Plan local security at the breach site to suppress overwatching enemy forces that are close to the obstacle.</li> </ul> <p>(4) Develop COA using reduce. Take the following actions:</p> <ul style="list-style-type: none"> <li>(a) Identify primary and alternate reduction technique, such as explosive, mechanical, electronic, and manual.</li> <li>(b) Determine tentative location of lane(s) and the separation between the lanes, if applicable.</li> <li>(c) Identify tentative positions and routes for the breach element as it maneuvers toward the obstacle.</li> <li>(d) Plan to reduce, proof, and mark the required number of lanes.</li> </ul> <p>(5) Developed COA using assault. Take the following actions:</p> <ul style="list-style-type: none"> <li>(a) Identify objectives for the assault element.</li> <li>(b) Identify SBF positions to be occupied by the assault element to facilitate passage of follow-on elements.</li> <li>(c) Plan direct and indirect fire control measures that supported the seizure of the far-side objective(s).</li> <li>(d) Determine if the assault element required engineer support to reduce enemy protective obstacles and fortifications.</li> </ul> <p>f. Develop commitment criteria for the breach element (BN only).</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>g. Conduct composite risk management. (Refer to Task 71-8-5145, Conduct Composite Risk Management [Battalion-Corps].)</p> <p>Prepare</p> <p>3. BCT/BN prepares for the breach. They take the following actions:</p> <ol style="list-style-type: none"> <li>Continue to collect intelligence throughout preparations for the breaching operation.</li> <li>Revise SITTEMP and reconnaissance plan, as needed.</li> <li>Revise the task organization and scheme of maneuver, as needed.</li> <li>Supervise subordinate element preparations.</li> <li>Plan, manage, and control rehearsals.</li> <li>Issue the order and graphics to subordinate units.</li> </ol> <p>4. BCT/BN command group is positioned where it can best control and synchronize the operation and react to changes in METT-TC.</p> <p>Execute</p> <p>5. Each element accomplishes its assigned tasks as the unit executes the breach (BN only) and take the following actions:</p> <ol style="list-style-type: none"> <li>Support element moves to and occupies assigned overwatch or SBF positions. They take the following actions: <ol style="list-style-type: none"> <li>Use available cover and concealment during movement.</li> <li>Suppress enemy elements capable of placing direct fires on the point of breach to protect the breach element.</li> <li>Suppress enemy elements capable of placing direct fires on the assault element.</li> <li>Adjust SBF positions as necessary to continue to provide effective supporting fires.</li> <li>Call for and adjust indirect fires, including obscuration.</li> <li>Maintain all-round security.</li> <li>Fix enemy forces that were capable of repositioning.</li> </ol> </li> <li>Breach element moves to breach site and reduces obstacle. They take the following actions: <ol style="list-style-type: none"> <li>Create and proof (if required) lanes in the obstacle.</li> <li>Provide local security (far-side and near-side).</li> <li>Provide additional suppression of enemy forces overwatching the obstacle.</li> <li>Mark and report the location of created lanes.</li> <li>Assist the passage of the assault force through created lanes.</li> </ol> </li> <li>Assault element passes through cleared lanes and assaults the objective. They take the following actions: <ol style="list-style-type: none"> <li>Seize the far-side objective.</li> <li>Reduce protective obstacles.</li> <li>Assault the enemy's position.</li> <li>Prevent enemy direct fire from interfering with follow-on forces.</li> <li>Provide clear routes to the battle handover line (BHL) for follow-on forces by securing terrain essential to the passage of the follow-on force.</li> <li>Conduct battle handover with follow-on forces. (Refer to Task 17-6-3809, Conduct Battle Handover [Battalion-Brigade].)</li> </ol> </li> </ol>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>Assess</p> <p>6. BCT/BN continues to receive updates during mission execution.</p> <p>7. BCT/BN creates more lanes as necessary to speed the passage of follow-on forces.</p> <p>8. BCT/BN consolidates as necessary. (Refer to Task 07-6-5037, Conduct Consolidation [Battalion-Brigade].)</p> <p>9. BCT / BN reorganize as necessary. (Refer to Task 07-6-5082, Conduct Reorganization [Battalion-Brigade].)</p> <p>10. BCT/BN continues operations as directed.</p> <p>“*” indicates a leader task step.</p>		

## SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
07-6-1092	Conduct an Attack (Battalion-Brigade)
07-6-5037	Conduct Consolidation (Battalion-Brigade)
07-6-5082	Conduct Reorganization (Battalion-Brigade)
17-6-0308	Synchronize Close Air Support (Battalion-Brigade)
17-6-3004	Employ Fires (Battalion-Brigade)
17-6-3809	Conduct Battle Handover (Battalion-Brigade)
17-6-9314	Conduct Zone Reconnaissance (Battalion-Brigade)
17-6-9315	Conduct Area Reconnaissance (Battalion-Brigade)
71-8-2210	Perform Intelligence Preparation of the Battlefield (Battalion-Corps)
71-8-2300	Perform Intelligence, Surveillance, and Reconnaissance (Battalion-Corps)
71-8-5110	Plan Operations Using the Military Decision-Making Process (Battalion-Corps)
71-8-5122	Perform Rehearsals (Battalion-Corps)
71-8-5145	Conduct Composite Risk Management (Battalion-Corps)

**TASK:** Conduct ISR Synchronization and Integration (Battalion-Brigade) (17-6-1007)  
(FM 3-90.6) (FM 2-01.3)

**CONDITIONS:** The brigade combat team (BCT)/battalion (BN) is conducting or preparing to conduct operations and has issued a reconnaissance plan as an annex to an operation order (OPORD). Reconnaissance assets have deployed in accordance with (IAW) the order and are conducting operations. The BCT/BN has communications with higher, adjacent, subordinate, and supporting elements. The BCT/BN received guidance on the rules of engagement (ROE). Military, civilian, joint, and multinational partners and news media may be present in the operational environment (OE). Some iterations of this task should be performed in mission-oriented protective posture (MOPP) 4.

**STANDARDS:** The BCT/BN staff directs the reconnaissance effort and achieves the reconnaissance objectives. The BCT/BN staff evaluates and analyzes information collected by ground and air assets; coordinates and monitors reconnaissance handover IAW the commander's desires; coordinates target acquisition; and coordinates reconnaissance asset resupply. The BCT/BN staff monitor execution of reconnaissance tasks and issue fragmentary orders (FRAGO) to reposition or refocus reconnaissance assets, exploit developing information, and achieve objectives. All communication and reporting is IAW applicable standing operating procedures (SOPs).

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>Plan/Prepare</p> <ol style="list-style-type: none"> <li>1. The BCT/BN staff gain and/or maintain situational understanding (SU) using available communications equipment, maps, intelligence summaries, situation reports (SITREPs), and other available sources. Intelligence sources include human intelligence (HUMINT), signal intelligence (SIGINT), and imagery intelligence (IMINT) to include unmanned aircraft systems (UASs).</li> <li>* 2. The BCT/BN commander and staff utilize the planning process IAW the military decision-making process. (Refer to Task 71-8-5110, Plan Operations Using the Military Decision-Making Process [Battalion-Corps].)</li> <li>3. The BCT/BN staff, led by the operations officer, develops the ISR plan and tasks and directs available reconnaissance and military intelligence (MI) units. (Refer to Task 71-8-2321, Develop the Intelligence, Surveillance, and Reconnaissance Plan [Brigade-Corps] and Task 71-8-2300, Perform Intelligence, Surveillance, and Reconnaissance [Battalion-Corps].)</li> </ol> <p>Execution</p> <ol style="list-style-type: none"> <li>4. The BCT/BN staff coordinates deployment of air and ground elements and other reconnaissance assets as necessary. They take the following actions: <ol style="list-style-type: none"> <li>a. Coordinates repositioning of reconnaissance assets to assist maintaining control during all phases of the operation.</li> <li>b. Identifies weaknesses and gaps in enemy defenses and/or dispositions and: <ol style="list-style-type: none"> <li>(1) Coordinates employment of higher headquarters SIGINT, and IMINT assets to gain first contact, locate, and identify threat defensive positions, obstacles, and local reserves.</li> <li>(2) Disseminates information to subordinate elements that confirms threat dispositions and identifies potential infiltration/exfiltration lanes and/or zones.</li> </ol> </li> <li>c. Assesses routes, areas and/or zones using available intelligence.</li> </ol> </li> </ol>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> <li>d. Employs ground units, aviation, or UASs to reconnoiter routes, areas and/or zones.</li> <li>e. Conducts deception operations.</li> <li>f. Coordinates for passage of lines by reconnaissance assets with subordinate units.</li> <li>g. Coordinates with adjacent units to assist or support the deployment, as necessary.</li> </ul> <p>5. The BCT/BN staff evaluates combat information and intelligence reports. They take the following actions:</p> <ul style="list-style-type: none"> <li>a. Extract and collate essential intelligence information from messages and reports.</li> <li>b. Determine the usability of the information.</li> <li>c. Determine the accuracy of the information.</li> <li>d. Determine the timeliness of the information.</li> <li>e. Determine the completeness of the incoming information.</li> <li>f. Determine the precision of the incoming information.</li> <li>g. Determine the relevancy of the incoming information to other staff sections or higher HQ specific orders or requests.</li> <li>h. Determine the security of the incoming information.</li> </ul> <p>6. The BCT/BN staff analyzes combat information and intelligence reports. They take the following actions:</p> <ul style="list-style-type: none"> <li>a. Identify highly perishable combat information.</li> <li>b. Compare information with friendly force information requirements (FFIR) and priority intelligence requirements (PIRs).</li> <li>c. Compare information with commander's list of high-payoff targets (HPT).</li> <li>d. Compare information with situation map (SITMAP).</li> <li>e. Determine if information has targeting potential by: <ul style="list-style-type: none"> <li>(1) Determining the currency of the information.</li> <li>(2) Conducting source evaluation.</li> <li>(3) Determining the apparent impact on friendly and threat operations in conjunction with the current operations and fires element if the target in question was destroyed or suppressed by friendly fire.</li> <li>(4) Passing highly perishable and targeting quality combat information to the current operations cell, fires cell, and higher HQ for immediate action IAW unit SOP.</li> <li>(5) Determining the exact location IAW unit SOP of the prospective target.</li> <li>(6) Disseminating targeting locations to the fires cell.</li> </ul> </li> <li>f. Pass highly perishable data to subordinate units' S-2 immediately after analysis IAW unit SOP.</li> <li>g. Analyze data based on predetermined key terrain, avenues of approach, trafficability data, and lines of communication (LOC) to determine how new activity fits into the entire intelligence picture.</li> <li>h. Determine if incoming data meets the criteria for a decision point, line, or event.</li> <li>i. Collate incoming information with existing intelligence to determine if new activities are indicators of a specific enemy course of action (ECO).</li> <li>j. Request additional information from higher HQ and subordinate units to fill gaps in intelligence IAW unit SOP.</li> <li>k. Project future threat dispositions based on potential ECO.</li> </ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> <li>l. Frequently populate the joint common database and common operating picture (COP) with correlated enemy information during mission execution.</li> <li>m. Prepare to make adjustment decisions for reconnaissance assets to account for developing situations.</li> </ul> <p>7. The BCT/BN staff monitors internal reconnaissance handovers to ensure that specified ISR plan criteria are met. They take the following actions:</p> <ul style="list-style-type: none"> <li>a. Monitor repositioning of air and ground assets to ensure contact is maintained during handover.</li> <li>b. Monitor fire support control measures (FSCM) and criteria for activation:               <ul style="list-style-type: none"> <li>(1) Coordinated fire lines.</li> <li>(2) Restricted fire line.</li> <li>(3) No fire areas.</li> <li>(4) Restricted fire areas.</li> </ul> </li> <li>c. Monitor control measures to support handover, passage of lines, and/or bypasses between units.</li> <li>d. Ensure that all BCT/BN elements acknowledge changes to FSCM.</li> <li>e. Ensure that spot reports (SPOTREPs) and other intelligence information continue to be transmitted during reconnaissance handover.</li> <li>f. Confirm reconnaissance handover between elements is complete when specified criteria are met IAW ISR plan.</li> </ul> <p>8. The BCT/BN staff coordinates target acquisition, as necessary. They take the following actions:</p> <ul style="list-style-type: none"> <li>a. Analyze targets and calls-for-fire to ensure they meet the higher HQ commander's intent and/or essential fire support tasks (EFST).</li> <li>b. Direct combat observation and lasing teams (COLTs)/or laser-equipped observation posts (OP) to designate specified targets.</li> <li>c. Move and/or shift air and ground elements either to account for potential and/or actual enemy/threat actions or to replace losses at the decisive point.</li> <li>d. Coordinate electronic warfare (EW) and other nonlethal attacks against HPTs based on reports.</li> <li>e. Assess effects of attacks on targets based on reports.</li> </ul> <p>9. The BCT/BN staff coordinates resupply of reconnaissance assets, as necessary. They take the following actions:</p> <ul style="list-style-type: none"> <li>a. Obtain logistics requests.</li> <li>b. Consolidate and prioritize the requests.</li> <li>c. Determine probable logistics package (LOGPAC) and logistics release point (LRP) times and locations.</li> <li>d. Determine main supply route, if not already designated.</li> <li>e. Prioritize specific quantities of Classes I through X to be transported to each unit.</li> <li>f. Identify number of personnel to go forward with LOGPAC to units they will be assigned.</li> <li>g. Identify units requiring evacuation of personnel who are killed in action, wounded in action, and contaminated.</li> <li>h. Coordinate requirements such as back haul recovery of KIAs and captured material.</li> <li>i. Coordinate for LOGPAC time and location.</li> </ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>10. The BCT/BN staff coordinate with higher HQ for reconnaissance handover as necessary. (Refer to Task 17-1-4025, Conduct a Reconnaissance Handover.)</p> <p>Assess</p> <p>11. The BCT/BN staff updates the ISR plan as necessary based on information reported by the reconnaissance assets. They take the following actions:</p> <ul style="list-style-type: none"> <li>a. XO monitors the deployment of air and ground elements and other reconnaissance assets.</li> <li>b. Reconnaissance planning team recommends repositioning of collection assets.</li> <li>c. Reconnaissance planning team evaluates reports for accuracy and answers to commander's critical information requirements (CCIR).</li> <li>d. S-2 section and analysis control element (ACE) analyze reports and passes information to subordinate units.</li> <li>e. Reconnaissance planning team updates collection plan and identifies if more information is needed to answer CCIR.</li> <li>f. Reconnaissance planning team issues FRAGOs to reposition or refocus air and ground assets as information and evolving courses of action (COA) identify other considerations.</li> </ul> <p>12. The BCT/BN staff maintains synchronization. (Refer to Task 71-8-5139, Maintain Synchronization [Battalion-Corps].)</p> <p>“*” indicates a leader task step.</p>		

### SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
17-1-4025	Conduct Reconnaissance Handover
17-6-9225	Conduct a Screen (Battalion-Brigade)
71-8-2300	Perform Intelligence, Surveillance, and Reconnaissance (Battalion-Corps)
71-8-5110	Plan Operations Using the Military Decision-Making Process (Battalion-Corps)
71-8-5139	Maintain Synchronization (Battalion-Corps)

## Chapter 2

**TASK:** Develop the Intelligence, Surveillance, Reconnaissance Plan (Brigade-Corps) (71-8-2321)  
(FM 2-0) (FM2-01.3)

**CONDITIONS:** The unit is conducting or preparing to conduct operations. Communications are established with subordinate and adjacent units, and higher headquarters. Command and control (C2) information systems (INFOSYS) are operational and passing information in accordance with tactical standing operating procedures (TACSOP). The command has received a warning order/operations plan/operations order/fragmentary order (WARNO/OPORD/OPLAN/FRAGO) from higher headquarters (HQ) and is exercising mission command. Some iterations of this task should be performed in mission oriented protective posture (MOPP) 4.

**STANDARDS:** The Intelligence section develops the collection management plan to support priority intelligence requirements, and recommends intelligence, surveillance, and reconnaissance (IRS) collection assets to answer the commander's priority intelligence requirements and information requirements. The collection management plan synchronizes requirements with resources.

**Note:** Task steps and performance measures may not apply to every unit or echelon. Prior to evaluation, coordination should be made between evaluator and the evaluated units' higher headquarters (HQ) to determine the task steps and performance measures that may be omitted.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ol style="list-style-type: none"><li>1. The intelligence section analyzes requirements and develops a validated and prioritized list of information requirements (IR) by:<ol style="list-style-type: none"><li>a. Participating in the war gaming process, including:<ol style="list-style-type: none"><li>(1) Receiving commander's critical information requirements (CCIR).</li><li>(2) Reviewing IR and assessing priority intelligence requirements (PIR).</li></ol></li><li>b. Analyzing collection requirements to determine the most effective use of collection assets.<ol style="list-style-type: none"><li>(1) Records and validates collection requirements.</li><li>(2) Consolidates and prioritizes collection requirements.</li><li>(3) Identifies all organic, adjacent, and higher ISR assets and availability.</li><li>(4) Recommend PIR.</li><li>(5) Develop indicators.</li></ol></li><li>c. Developing the specific information requirements (SIR) that answers each of the intelligence requirements.</li><li>d. Converting SIR into ISR tasks.</li></ol></li><li>2. The Intelligence section develops the collection plan that effectively answers the commander's PIR by:<ol style="list-style-type: none"><li>a. Identifying and evaluating ISR collection assets available to support the collection plan including unique support requirements.</li><li>b. Developing a collection strategy based on ISR capability, evaluation, and synchronizing collection requirements through the development of an intelligence synchronization matrix (ISM).</li><li>c. Developing and prioritizing the ISR tasks for SIR and reporting criteria for the collection assets based on required analysis.<ol style="list-style-type: none"><li>(1) Forms directive ISR task reporting requirements.</li><li>(2) Focuses ISR tasks on developed named area of interest (NAI).</li><li>(3) Provides latest time information of value (LTIOV) for each ISR task.</li><li>(4) Tailors each ISR task to the selected collection assets or organization.</li></ol></li></ol></li></ol>		



TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>3. The Intelligence section verifies the dissemination of intelligence information by ensuring the flow is directly from the collectors and processors to requesters by:</p> <ul style="list-style-type: none"> <li>a. Direct dissemination.</li> <li>b. Determining perishability.</li> <li>c. Determining how much to disseminate.</li> <li>d. Disseminating intelligence products.</li> </ul> <p>4. The Intelligence section evaluates intelligence reporting to confirm all ISR tasks are fully satisfied and that the collection management plan remains fully synchronized by:</p> <ul style="list-style-type: none"> <li>a. Monitoring operations against the ISM confirming linkage with PIR and SIR.</li> <li>b. Determining perishability.</li> <li>c. Screening reports to verify that ISR tasks are being satisfied.</li> <li>d. Providing feedback to ISR collectors and exploiters on the success of the collection effort and ISR tasks that still need to be satisfied.</li> </ul> <p>5. The Intelligence section updates the collection management plan, verifying that synchronization is maintained by:</p> <ul style="list-style-type: none"> <li>a. Eliminating satisfied intelligence requirements.</li> <li>b. Redirecting collection assets to unsatisfied intelligence requirements.</li> <li>c. Cueing collection assets to collection opportunities and new requirements that develop during operations and as PIR change.</li> <li>d. Maintaining situational awareness and synchronization of changing intelligence requirements during operations.</li> </ul> <p>“*” indicates a leader task step.</p>		

#### SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
71-8-2300	Perform Intelligence, Surveillance, and Reconnaissance (Battalion-Corps)
71-8-2210	Perform Intelligence Preparation of the Battlefield (Battalion-Corps)
11-6-8065	Direct Intelligence, Surveillance, and Reconnaissance Operations (ISR)

## Chapter 2

**TASK:** Employ Fires (Battalion-Brigade) (17-6-3004)  
(FM 3-90.6) (JP 3-09)

**CONDITIONS:** The brigade combat team (BCT) or battalion (BN) is engaged in decisive action. The S-3 is developing or has issued an order. The fires cell conducts fire support (FS) planning and establishment of fire support coordination measures (FSCM) to support BCT/BN maneuver elements. The BCT/BN has voice communications and digital connectivity with required headquarters/units at all echelons. The BCT/BN received guidance on the rules of engagement (ROE). Military, civilian, joint and multinational partners and media may be in the operational environment (OE). Some iterations of this task should be performed in mission oriented protective posture (MOPP) 4.

**STANDARDS:** The fires cell processed immediate or target of opportunity and planned fire support requests; conducted battle damage assessment (BDA), monitored the current situation; coordinated with higher, subordinate, and adjacent units; and coordinated fire support for the BCT/BN using all available fire support assets to support the maneuver plan and commander's intent. Priorities of fires were determined, and duplication of effort was minimized. All communication and reporting procedures are in accordance with (IAW) applicable standing operating procedures (SOP).

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>Plan</p> <ul style="list-style-type: none"><li>* 1. BCT/BN leaders gain and/or maintain situational understanding (SU) using available communications equipment, maps, intelligence summaries, situation reports (SITREPs), and other available information sources. Intelligence sources include human intelligence (HUMINT), signal intelligence (SIGINT), and imagery intelligence (IMINT) to include unmanned aircraft systems (UAS).</li><li>* 2. BCT/BN commander and staff receive an order or anticipate a new mission and begin the military decision-making process (MDMP). (Refer to Task 71-8-5110, Plan Operations Using the Military Decision-Making Process [Battalion-Corps] for further details.)</li><li>* 3. BCT/BN commander and staff conduct fire support planning using MDMP. (Refer to Task 06-6-1118, Conduct Fire Support Planning Using MDMP for further details.)</li></ul> <p>Prepare</p> <ul style="list-style-type: none"><li>* 4. BCT/BN commander and staff prepare the fire support plan. (Refer to Task 06-6-5062, Prepare the Fire Support Plan for further details.)</li></ul> <p>Execute</p> <ul style="list-style-type: none"><li>* 5. Fires support coordinator (FSCoord) or fire support officer and fires cell process immediate and planned fire support requests by:<ul style="list-style-type: none"><li>a. Receiving subordinate unit requests for immediate FS and planned fires to include, but not limited to—<ul style="list-style-type: none"><li>(1) Preparatory fires (planned or on call).</li><li>(2) Counterfire.</li><li>(3) Suppression of enemy air defense.</li><li>(4) Priority targets.</li><li>(5) Counterpreparation fires.</li></ul></li></ul></li></ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> <li>(6) On-call targets.</li> <li>(7) Targets of opportunity.</li> <li>b. Reacting to changing situations, such as the following examples:               <ul style="list-style-type: none"> <li>(1) Fire support assets are not available because of a change in commander's guidance or additional requirements.                   <ul style="list-style-type: none"> <li>(a) Determine priority of fires.</li> <li>(b) If other fires are available, assign an alternate means of fire support, such as attack helicopters or close air support (CAS), to attack the target.</li> </ul> </li> <li>(2) If CAS has been scheduled against a target but has not yet arrived on station, fires cell determines the desirability and feasibility of engaging the target with attack helicopters, if available, or less effective means of fire support until air assets arrive.</li> </ul> </li> <li>* 6. Fire support officer conduct BDA.               <ul style="list-style-type: none"> <li>a. Fires cell requests BDA from observing unit.</li> <li>b. Fire support officer requests, through the S-2, the appropriate intelligence collection agency to determine damage on selected targets identified during the decide phase of the targeting process.</li> <li>c. Fire support officer determines if another re-attack is necessary based on results of the combat assessment and makes a recommendation to the commander and S-3 based on BDA.</li> </ul> </li> <li>7. Fires cell monitors the current situation by:               <ul style="list-style-type: none"> <li>a. Maintaining the status of all available fire support agencies, to include—                   <ul style="list-style-type: none"> <li>(1) Locations.</li> <li>(2) Missions/task organization.</li> <li>(3) Capabilities/range.</li> <li>(4) Ammunition status.</li> <li>(5) Equipment status.</li> <li>(6) Radar coverage.</li> </ul> </li> <li>b. Collecting, maintaining, and disseminating friendly and known enemy situation, to include—                   <ul style="list-style-type: none"> <li>(1) Maneuver graphics such as boundaries and other fire support coordination measures.</li> <li>(2) Locations of maneuver and indirect fire elements.</li> <li>(3) Locations of forward observers.</li> <li>(4) FSCMs via Advanced Field Artillery Tactical Data System (AFATDS) graphic depiction and maneuver control system (MCS) common operational picture (COP)/joint common database update.</li> <li>(5) Restrictive and no fire lists via AFATDS update.</li> <li>(6) Friendly and enemy obstacles via MCS COP/joint common data base updates.</li> </ul> </li> <li>c. Establishing and maintaining the AFATDS current operations screen, other situation maps (SITMAPs) and target planning maps.</li> <li>d. Recording field artillery (FA)-delivered mines (coordinated with the engineer), if applicable, on operations map and overlays, and ensuring they are posted to the CPOF, MCS COP/joint common data base and are disseminated throughout the BCT/BN.</li> <li>e. Passing and receiving intelligence data to/from the S-2.</li> </ul> </li> </ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>f. Coordinating with higher, subordinate, and adjacent units. Take the following actions:</p> <ul style="list-style-type: none"> <li>(1) Inform or confirm with higher headquarters fires cell of the location of maneuver elements, scheme of maneuver, proposed locations, and FSCMs.</li> <li>(2) Make recommendations on FSCM changes, provide and receive FSCMs and ensure they are posted to AFTADS, CPOF, and the MCS COP/joint common data base update.</li> <li>(3) Exchange targeting information with higher HQ intelligence agencies, and fires cell, and subordinate fires cells.</li> <li>(4) Assist the maneuver commander (or their delegated representatives) in clearance of fires.</li> </ul> <p>* 8. Fire support coordinator/fires support officer coordinates fire support by:</p> <ul style="list-style-type: none"> <li>a. Making decisions, recommendations, and taking action as required by the scheme of fires and situation.</li> <li>b. Monitoring BCT/BN fire support nets to ensure that established procedures are being followed.</li> <li>c. If coordination of fires across boundaries is required, coordinating for clearance of fires.</li> <li>d. Fires cell analyzing targets and calls for fire to ensure they meet the criteria established in the HTPL/AGM.</li> <li>e. For targets of opportunity, coordinating with appropriate asset for attack (FA, mortars, or CAS) and advises the requesting unit of the fire support asset engaging the target. Take the following actions:</li> <li>f. If adjacent/higher HQ element allows engagement, the FSE does the following: <ul style="list-style-type: none"> <li>(1) Notifies the fire support asset that they are cleared to fire.</li> <li>(2) Notifies the requester that the mission is cleared to fire.</li> </ul> </li> <li>g. Ensures all current targeting information and guidance is maintained in the AFATDS database.</li> </ul> <p>Assess</p> <p>* 9. BCT/BN commander and staff conduct assessment. Take the following actions:</p> <ul style="list-style-type: none"> <li>a. Make decisions, recommendations, and take action as required by the scheme of fires.</li> <li>b. Keep the commander and S-3 informed.</li> </ul> <p>10. The fires cell continues operations, as directed.</p> <p>“*” indicates a leader task step.</p>		

#### SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
06-6-1118	Conduct Fire Support Planning Using MDMP
06-6-5059	Coordinate Target Attack
06-6-5066	Employ Lethal Fires in Support of the BCT
06-5-5080	Plan Fires in Support of Maneuver Operations
06-5-5082	Establish Fire Support Operations
71-8-5110	Plan Operations Using the Military Decision-Making Process (Battalion-Corps)

**TASK:** Conduct Consolidation (Battalion-Brigade) (07-6-5037)  
(FM 3-90) (FM 3-90.6)

**CONDITIONS:** The brigade combat team (BCT) or battalion (BN) is conducting decisive action independently or as part of a higher headquarters, has attacked and seized an objective and must now consolidate to conduct a counterattack. The enemy has been defeated and/or has withdrawn. The BCT/BN receives an operation order (OPORD) or fragmentary order (FRAGO) to defend its position or direct a change in mission. All necessary personnel and equipment are available to conduct consolidation. The BCT/BN has communications with higher, adjacent, subordinate, and supporting elements. The unit is provided guidance by the rules of engagement (ROE) and may also have mission instructions such as a peace mandate, terms of reference, and status-of-forces agreement (SOFA). Military, civilian, joint and multinational partners, and media may be in the operational environment (OE). Some iterations of this task should be performed in mission-oriented protective posture (MOPP) 4.

**STANDARDS:** The BCT/BN conducts consolidation in accordance with (IAW) standing operating procedures (SOP), the order, and/or higher headquarters (HQ) commander's guidance. The BCT/BN eliminates any remaining enemy resistance and establishes local security. The BCT/BN prepares for an enemy counterattack. The unit complies with the ROE, mission instructions, higher headquarters (HQ) order, and other special orders. All communication and reporting is IAW applicable SOP.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>Plan</p> <ul style="list-style-type: none"> <li>* 1. BCT/BN leaders gain and/or maintain situational understanding (SU) using available communications equipment, maps, intelligence summaries, situation reports (SITREPs), and other available information sources. Intelligence sources include human intelligence (HUMINT), signal intelligence (SIGINT), and imagery intelligence (IMINT) to include unmanned aircraft systems (UAS).</li> <li>* 2. BCT/BN commander, with staff assistance, conducts an assessment to determine the unit's capability to perform a mission. They take the following actions: <ul style="list-style-type: none"> <li>a. Request status reports from subordinate elements.</li> <li>b. Determine follow-on mission, if applicable.</li> <li>c. Determine available time before the start of the follow-on mission.</li> <li>d. Develop a reorganization plan. Take the following actions: <ul style="list-style-type: none"> <li>(1) Determine which assets would be crossed-leveled to which element.</li> <li>(2) Develop a timeline to complete reorganization.</li> <li>(3) Preplan the location and future missions of each element.</li> <li>(4) Plan protection of the unit.</li> </ul> </li> </ul> </li> </ul> <p>Prepare</p> <ul style="list-style-type: none"> <li>3. BCT/BN prepares for consolidation.</li> <li>* 4. The BCT/BN commander and staff moves into position to exercise mission command during consolidation.</li> </ul> <p>Execute</p> <ul style="list-style-type: none"> <li>5. BCT/BN conducts consolidation. They take the following actions:</li> </ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> <li>a. Regains and/or maintains contact with the enemy by redirecting the reconnaissance effort, directing patrols, conducting limited objective attacks, and by pulling the latest intelligence from the higher HQ and intelligence officer (S2).</li> <li>b. Establish security consistent with the threat.</li> <li>c. Eliminate enemy pockets of resistance.</li> <li>d. Ensure position forces enable them to conduct a hasty defense by blocking possible enemy counterattacks.</li> <li>e. Prepare defensive positions and establish and adjust a fire plan. Take the following actions:               <ul style="list-style-type: none"> <li>(1) Ensure subordinate elements monitor likely enemy avenues of approach (AA) and conduct other security operations.</li> <li>(2) Position armor and antiarmor systems to cover likely enemy mounted AAs.</li> <li>(3) Move mortars, command posts, and sustainment assets forward to assist in the consolidation.</li> </ul> </li> <li>f. Prepare for potential additional missions.</li> </ul> <p>6. BCT/BN reports situation and status to higher HQ.</p> <p>Assess</p> <ul style="list-style-type: none"> <li>7. BCT/BN leaders assess the operation.</li> <li>8. BCT/BN reorganizes as necessary. (Refer to Task 07-6-5082, Conduct Reorganization [Battalion-Brigade] for further details.)</li> <li>9. BCT/BN reports situation and status to higher HQ.</li> <li>10. BCT/BN continues operations as directed.</li> </ul> <p>“*” indicates a leader task step.</p>		

#### SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
07-2-9001	Conduct an Attack (Platoon-Company)
07-3-9016	Establish an Observation Post
07-3-9022	Conduct a Security Patrol
07-6-5082	Conduct Reorganization (Battalion-Brigade)
71-8-5200	Conduct Command Post Operations (Battalion-Corps)

**TASK:** Conduct Reorganization (Battalion-Brigade) (07-6-5082)  
(FM 3-90) (FM 3-90.6)

**CONDITIONS:** The brigade combat team (BCT) or battalion (BN) is conducting decisive action independently or as part of a higher headquarters. The commander's assessment of BCT/BN capabilities indicates that reorganization should be undertaken. The BCT/BN is performing consolidation activities and establishes ground security. All necessary personnel and equipment are available to reorganize. The BCT/BN has communications with higher, adjacent, subordinate, and supporting elements. The BCT/BN is provided guidance by the rules of engagement (ROE) and may also have mission instructions such as a peace mandate, terms of reference, and status-of-forces agreement (SOFA). Military and civilian, joint and multinational partners, and news media may be present in the operational environment (OE). Some iterations of this task should be performed in mission-oriented protective posture (MOPP) 4.

**STANDARDS:** The BCT/BN conducts reorganization in accordance with (IAW) the standing operating procedures (SOP), the order, and/or higher headquarters (HQ) commander's guidance. Mission command is reestablished, and BCT/BN status is reported to higher headquarters (HQ). The BCT/BN re-establishes the chain of command, key staff positions, and mission command facilities lost before or during the battle. Cross leveling and resupply is completed in time for follow-on or future operations. The BCT/BN prepares for an enemy counterattack. The unit complies with the ROE, mission instructions, higher HQ order, and other special orders. All communication and reporting is IAW applicable SOP.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>Plan</p> <ul style="list-style-type: none"> <li>* 1. BCT/BN leaders gain and/or maintain situational understanding (SU) using available communications equipment, maps, intelligence summaries, situation reports (SITREPs), and other available information sources. Intelligence sources include human intelligence (HUMINT), signal intelligence (SIGINT), and imagery intelligence (IMINT) to include unmanned aircraft systems (UASs).</li> <li>* 2. BCT/BN commander, with staff assistance, conducts an assessment to determine the unit's capability to perform a mission. They take the following actions:               <ul style="list-style-type: none"> <li>a. Request status reports from subordinate elements.</li> <li>b. Determine follow-on mission if applicable.</li> <li>c. Determine available time before the start of the follow-on mission.</li> <li>d. Develop a reorganization plan. Take the following action:                   <ul style="list-style-type: none"> <li>(1) Determine which assets would be cross-leveled to which element.</li> <li>(2) Develop a timeline to complete reorganization.</li> </ul> </li> <li>e. Develop a sustainment plan. (Refer to Task 63-6-2031, Develop the Sustainment Plan for further details.)</li> </ul> </li> <li>3. BCT/BN reports the situation and status to higher HQ.</li> </ul> <p>Prepare</p> <ul style="list-style-type: none"> <li>4. BCT/BN prepares for reorganization. They take the following actions:               <ul style="list-style-type: none"> <li>a. Brief leaders on reorganization plan.</li> <li>b. Issue orders as necessary.</li> </ul> </li> </ul> <p>Execute</p> <ul style="list-style-type: none"> <li>5. BCT/BN conducts a reorganization. They take the following actions:               <ul style="list-style-type: none"> <li>a. Redistributing or cross-leveling supplies, ammunition, and equipment as necessary.</li> </ul> </li> </ul>		

## Chapter 2

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> <li>b. Matching operational weapon systems with crews.</li> <li>c. Forming composite units by joining two or more attrited units to form a single, mission-capable unit.</li> <li>d. Replacing key personnel lost before or during the battle.</li> <li>e. Reporting unit location and status to keep the next higher HQ commander informed.</li> <li>f. Recovering, treating, and evacuating casualties, prisoners of war, and damaged equipment in accordance with its SOP.</li> <li>g. Resupply of its basic loads of ammunition, fuel, and repair parts as time permits.</li> <li>h. Integrating replacement soldiers and systems into the unit.</li> <li>i. Revising communication plans as required. The unit places its command facilities in position to conduct further operations and control the consolidation.</li> <li>j. Reestablishing unit cohesion.</li> <li>k. Conducting essential training, such as training replacements on the unit's SOP.</li> </ul> <p>6. BCT/BN commander, staff, and leaders coordinate with higher HQ if recovery and repairs exceed the unit's capabilities.</p> <p>Assess</p> <p>7. BCT/BN leaders assess the operation.</p> <p>8. BCT/BN consolidates as necessary. (Refer to Task 07-6-5037, Conduct Consolidation.)</p> <p>9. BCT/BN reports situation and status to higher HQ.</p> <p>10. BCT/BN continues operations as directed.</p> <p>“*” indicates a leader task step.</p>		

### SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
06-6-5066	Employ Lethal Fires in Support of the BCT
07-3-9022	Conduct a Security Patrol
07-6-5037	Conduct Consolidation (Battalion-Brigade)
19-3-3107	Process Detainee(s) at Point of Capture (POC)
71-8-2210	Perform Intelligence Preparation of the Battlefield (Battalion-Corps)
71-8-5110	Plan Operations Using the Military Decision-Making Process (Battalion-Corps)
71-8-5123	Task Organize for Operations (Battalion-Corps)
71-8-5200	Conduct Command Post Operations (Battalion-Corps)



**TASK:** Coordinate LOGPAC Operations (63-1-4032)  
(FM 4-0) (FM 4-01.45)

**CONDITIONS:** Tactical operations are underway. The supporting battalion (BN) headquarters (HQ) has analog and digital communications with higher headquarters (HQ). The higher headquarters (HQ) operations order (OPORD) with service support annex and overlay has been forwarded to the BN commander's digital device. The BN and higher HQ tactical standing operating procedures (TSOPs) are available. The support operations/distribution management section (SPT OPS/DMS) and intelligence section/operations section (S2/S3) are operational. The supported unit liaison is in coordination with SPT OPS/DMS. Adequate supplies are on hand to sustain operations as prescribed in the TSOPs and OPORD. TSOPs indicate that logistical packages (LOGPAC) operations provide these supplies while supporting various recurring logistics requirements. Recurring logistics requirements include, but are not limited to, mail delivery, maintenance processes, and personnel flow to and from forward units. Supported units are submitting support requests to the SPT OPS/DMS using analog and digital communications and courier. Supply routes and logistics release points (LRPs) are annotated on operational and logistics overlays. Convoys may go through an urban area. Movement tracking system (MTS) and analog and digital communications are present in selected convoy vehicles. Visual signals are used for convoy column control. Column may conduct halts during movement. This task is performed under all environmental conditions, including blackout conditions. Threat capabilities cover a full spectrum including information gathering; hostile force sympathizers; terrorist activities to include suicide bombings; and conventional, air supported, and reinforced squad operations in a chemical, biological, radiological, and nuclear (CBRN) environment. Some iterations of this task should be performed in mission oriented protective posture (MOPP) 4.

**STANDARDS:** Requests and pushes logistics support to arrive at the supported unit's designated LRP at times and in quantities required for performance of assigned mission. At MOPP4, performance degradation factors increase travel time.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ol style="list-style-type: none"> <li>1. The SPT OPS/DMS identifies logistics support requirements to be assembled/delivered by convoy operations.               <ol style="list-style-type: none"> <li>a. Verify availability of requested supply support assets with subordinate companies.</li> <li>b. Determine availability of requested supply support assets with lateral support units (if required).</li> <li>c. Coordinate procurement of non-stocked supply support assets from higher level (if required).</li> <li>d. Coordinate requirements related to maintenance, medical, and personnel activities with unit liaison personnel, maintenance providers, medical company, and administrative (S1) section personnel.</li> <li>e. Coordinate with the requesting unit to identify any materiel requiring backhaul to the brigade support area.</li> <li>f. Identify vehicles, equipment, supplies, and personnel to be sent forward to the supported unit's designated LRPs.</li> <li>g. Verify support requirements with supported unit liaison personnel.</li> <li>h. Inform supporting company (s) HQ and supported unit liaison personnel of convoy assembly area location.</li> <li>i. Inform supporting company(s) HQ and supported unit liaison personnel of any shortfalls and explains in-process procurement actions.</li> <li>j. Notify higher HQ S2/S3, supply and logistics section (S4), and supported unit command posts (CPs) when convoy vehicles are fully loaded and ready to move.</li> </ol> </li> <li>2. S2/S3 Section monitors convoy formation.               <ol style="list-style-type: none"> <li>a. Ensure that supporting company (s) stage convoy in unit serials.</li> <li>b. Verify the appointment of convoy commander and serial commanders.</li> </ol> </li> </ol>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> <li>c. Verify that all elements of the planned convoy are present.</li> <li>d. Verify convoy plan and tactical considerations to be briefed to convoy participants.</li> <li>e. Receive reports from supporting company(s) when vehicles are fully loaded and ready to move.</li> <li>f. Verify that convoy personnel are equipped with tow equipment that allows a limited capability to recover vehicles which develop maintenance problems during the convoy.</li> <li>g. Appoint convoy commander.</li> <li>h. Coordinate security.</li> <li>i. Provide intelligence update.</li> <li>j. Track convoys via digital systems.</li> <li>k. Determine convoy security requirements based on the tactical situation.</li> <li>l. Request military police (MP) or other security forces to accompany the convoy, as required.</li> <li>3. SPT OPS/DMS/S2/S3 section coordinates with convoy commander.               <ul style="list-style-type: none"> <li>a. Maintain situational awareness with the convoy commander at all times using digital systems.</li> <li>b. Verify that lead vehicle crosses start point (SP) at specified time.</li> <li>c. Forward SP crossing report to supported unit HQ when unit elements have crossed the SP using force XXI battle command brigade FBCB2, MTS, or radio.</li> <li>d. Employ correct operational security (OPSEC) in all transmissions.</li> </ul> </li> <li>4. SPT OPS/DMS/S2/S3 section relays convoy information to higher HQ staff element/supported unit using FBCB2, MTS, or radio, as required.               <ul style="list-style-type: none"> <li>a. Forward checkpoint(s) clearance reports.</li> <li>b. Log/report all ground sightings that conflict with maps and map overlays.</li> <li>c. Log/report en route CBRN information sent by convoy personnel.</li> <li>d. Log/report all threat sightings to higher HQ and supported units using size, activity, location, unit, time, and equipment format.</li> <li>e. Direct communications security (COMSEC) measures to convoy personnel, including radio silence periods in accordance with the OPORD and signal operating instruction /standing signal instruction (SOI/SSI).</li> </ul> </li> <li>5. SPT OPS/DMS monitors actions at designated LRPs.               <ul style="list-style-type: none"> <li>a. Log/report to higher HQ/supported unit that lead vehicle have arrived at the LRP.</li> <li>b. Verify that unit serials are released to the supported unit's first sergeant (1SG) or his designated representative.</li> <li>c. Monitor/direct unit serial reassembly at the LRP following unit resupply actions using FBCB2 or radio.</li> <li>d. Direct/verify that reassembled convoy returns to release point.</li> <li>e. Verify that all back haul logistics commodities arrive at the proper location.</li> <li>f. Forward situation report to higher HQ using digital systems or radio.</li> </ul> </li> </ul> <p>“*” indicates a leader task step.</p>		

## SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
19-1-2007	Coordinate Convoy Security Operations
19-2-2004	Supervise Convoy Security
19-3-2007	Conduct Convoy Security

**TASK:** Conduct the Military Decision-Making Process (Battalion-Corps) (71-8-5111)  
(FM 5-0) (FM6-0)

**CONDITIONS:** The staff is conducting or preparing to conduct operations. Communications are established with subordinate, adjacent units, and higher headquarters (HQ). Command and Control (C2) Information Systems (INFOSYS) are operational and are passing information in accordance with tactical standing operating procedures (TSOP). The command has received a warning order (WARNO) from higher HQ and is exercising mission command. Some iterations of this task should be performed in mission oriented protective posture (MOPP) 4.

**STANDARDS:** The staff analyzes a mission received from higher headquarters (HQ); develops, analyzes, and compares course of action (COA) against criteria of success and each other; selects the optimum COA to accomplish the mission; and produces and disseminates an operations plan/operations order (OPLAN/OPORD) to subordinates.

**Note:** Task steps and performance measures may not apply to every unit or echelon. Prior to evaluation, coordination should be made between evaluator and the evaluated units' higher HQ to determine the task steps and performance measures that may be omitted.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>* 1. Upon receipt of mission, or anticipation of a new mission, the staff begins the planning process by:</p> <ul style="list-style-type: none"> <li>a. Alerting the staff of the pending planning requirements.</li> <li>b. Gathering the necessary tools, to include, but not limited to:               <ul style="list-style-type: none"> <li>(1) Higher HQ order or plan and operational graphics.</li> <li>(2) Maps of the area of operation (AO).</li> <li>(3) Unit and higher HQ tactical standing operating procedures (TSOP).</li> <li>(4) Appropriate doctrinal references and regulations.</li> <li>(5) Current running estimates.</li> <li>(6) Other items dictated by necessity or TSOP.</li> </ul> </li> <li>c. Updating running estimates.</li> <li>d. Performing an initial assessment, which includes determining:               <ul style="list-style-type: none"> <li>(1) Time available from mission receipt to mission execution.</li> <li>(2) Time needed to plan and prepare for mission, for higher HQ and subordinate units.</li> <li>(3) Most up-to-date intelligence preparation of the battlefield (IPB) and other available intelligence products.</li> <li>(4) Currentness. Most up-to-date of running estimates and determining those needing updating.</li> <li>(5) Time required to position critical elements, to include C2 nodes.</li> <li>(6) The staff's experience, cohesiveness and level of rest or stress.</li> </ul> </li> <li>e. Based upon the initial assessment, the plans section prepares initial operational timeline, which includes staff planning timeline.</li> <li>f. The commander issues initial guidance, which includes:               <ul style="list-style-type: none"> <li>(1) Initial operational timeline.</li> <li>(2) How to abbreviate the military decision-making process (MDMP), if required.</li> <li>(3) Necessary coordination to perform, to include liaison officer (LNO) required.</li> <li>(4) Authorized movements, to include positioning of C2 nodes.</li> <li>(5) Additional staff tasks, to include specific information requirements (SIR).</li> </ul> </li> </ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> <li>(6) Collaborative planning times and locations, if desired.</li> <li>(7) Initial information requirements (IR) or commander's critical information requirements (CCIR), as required.</li> <li>g. Issuing of initial (WARNO) (#1) by the staff, which at a minimum, includes:               <ul style="list-style-type: none"> <li>(1) Type of operation.</li> <li>(2) General location of operation.</li> <li>(3) Initial operational timeline.</li> <li>(4) Movements to initiate.</li> <li>(5) Collaborative planning sessions directed by the commander.</li> <li>(6) Initial IR and CCIR.</li> <li>(7) Intelligence, surveillance and reconnaissance (ISR) tasks.</li> </ul> </li> <li>2. Upon receipt of commander's initial guidance, the staff conducts mission analysis by:               <ul style="list-style-type: none"> <li>a. Analyzing the higher HQ order to understand the:                   <ul style="list-style-type: none"> <li>(1) Commander's intent.</li> <li>(2) Mission.</li> <li>(3) Available assets.</li> <li>(4) Higher HQ AO.</li> <li>(5) Concept of operations.</li> <li>(6) Operational timeline.</li> <li>(7) Missions of adjacent, supporting and supported units.</li> <li>(8) Area of operation.</li> <li>(9) Unit's mission in the context of and in relation to the higher HQ mission and commander's intent (two levels up).</li> </ul> </li> <li>b. Conducting initial IPB by:                   <ul style="list-style-type: none"> <li>(1) Defining the OE.</li> <li>(2) Describing the operations effects.</li> <li>(3) Evaluating the threat.</li> <li>(4) Determining threat COA.</li> </ul> </li> <li>c. Identifying specified, implied and essential tasks.</li> <li>d. Reviewing available assets.</li> <li>e. Identifying higher HQ mission constraints.</li> <li>f. Identifying critical facts and assumptions.</li> <li>g. Performing risk assessment, to include:                   <ul style="list-style-type: none"> <li>(1) Identification of hazards.</li> <li>(2) Assessment of hazards.</li> <li>(3) Development of controls and decisions on risks.</li> <li>(4) Implementation plan of controls.</li> <li>(5) Supervision and evaluation plan.</li> </ul> </li> <li>h. Determining initial CCIR.</li> <li>i. Determining the initial ISR plan. At a minimum, the ISR plan should contain:                   <ul style="list-style-type: none"> <li>(1) The AOs for surveillance and reconnaissance assets.</li> <li>(2) Intelligence, surveillance, and reconnaissance tasks.</li> <li>(3) Provisions for communications, logistics, and fire support.</li> <li>(4) Task organization.</li> <li>(5) The reconnaissance objective.</li> <li>(6) Commander's critical information requirements and IR.</li> <li>(7) Line of departure (LD) or line of contact (LC) time.</li> <li>(8) Initial named areas of interest (NAIs).</li> <li>(9) Routes to the AO, and passage of lines (POL) instructions.</li> </ul> </li> </ul> </li> </ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> <li>(10) Fire support coordination measures (FSCMs) and airspace control measures (ACMs).</li> <li>(11) Provisions for medical evacuation (medevac).</li> <li>j. Updating the operational timeline and the staff planning timeline.</li> <li>k. Writing the proposed restated mission, which contains the following five elements (who, what, when, where, why):               <ul style="list-style-type: none"> <li>(1) Who will execute the operation (unit/organization)?</li> <li>(2) What is the unit's/organization's essential task (tactical mission task)?</li> <li>(3) When the operation will begin (by time or event) or the duration of the operation.</li> <li>(4) Where the operation will occur (AO, objective, grid coordinate).</li> <li>(5) Why the unit will conduct the operation (purpose).</li> </ul> </li> <li>l. Delivering a mission analysis brief to the commander consisting, at a minimum, of the following:               <ul style="list-style-type: none"> <li>(1) Mission and commander's intent of headquarters two levels up.</li> <li>(2) Mission, commander's intent, concept of operation, and military deception plan or deception objectives of the headquarters one level up.</li> <li>(3) Review of the commander's initial guidance.</li> <li>(4) Initial IPB products, including modified combined obstacle overlay and situation templates (SITTEMPs).</li> <li>(5) Pertinent facts and assumptions.</li> <li>(6) Specified, implied, and essential tasks.</li> <li>(7) Constraints.</li> <li>(8) Forces available.</li> <li>(9) Initial risk assessment.</li> <li>(10) Recommended initial CCIR, which include the essential elements of friendly information (EEFI) and priority intelligence requirements (PIR)s.</li> <li>(11) Recommended timelines.</li> <li>(12) Recommended collaborative planning sessions.</li> <li>(13) Recommended restated mission.</li> </ul> </li> <li>m. Gaining the commander's approval of the restated mission.</li> <li>n. Developing the initial commander's intent. The commander's intent includes the following components:               <ul style="list-style-type: none"> <li>(1) Expanded purpose (if desired).</li> <li>(2) Key tasks.</li> <li>(3) End state.</li> </ul> </li> <li>o. Receiving the commander's planning guidance, which at a minimum, addresses:               <ul style="list-style-type: none"> <li>(1) The decisive operation.</li> <li>(2) Identification of a decisive point or(s).</li> <li>(3) Potential key decisions.</li> <li>(4) Specific COAs to consider or not, both friendly and enemy, and the priority for addressing them.</li> <li>(5) Initial CCIR.</li> <li>(6) Surveillance and reconnaissance guidance.</li> <li>(7) Risk.</li> <li>(8) Military deception.</li> <li>(9) Fires.</li> <li>(10) Mobility and counter-mobility.</li> <li>(11) Security operations.</li> <li>(12) Priorities for the warfighting functions (WFF).</li> </ul> </li> </ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> <li>(13) The operational timeline.</li> <li>(14) The type of order to issue.</li> <li>(15) Collaborative planning sessions to be conducted.</li> <li>(16) Movements to initiate (including C2 nodes).</li> <li>(17) The type of rehearsal to conduct.</li> <li>p. Issuing a WARNO (#2), which at a minimum, contains:               <ul style="list-style-type: none"> <li>(1) The approved unit mission statement.</li> <li>(2) The commander's intent.</li> <li>(3) Task organization changes.</li> <li>(4) Attachments and detachments.</li> <li>(5) The CCIR and EEFI.</li> <li>(6) Risk guidance.</li> <li>(7) Surveillance and reconnaissance instructions.</li> <li>(8) Initial movement instructions.</li> <li>(9) Security measures.</li> <li>(10) Military deception guidance.</li> <li>(11) Mobility and counter-mobility guidance.</li> <li>(12) Specific priorities.</li> <li>(13) The updated operational timeline.</li> <li>(14) Guidance on collaborative events and rehearsals.</li> </ul> </li> <li>q. Reviewing facts and assumptions to assess the impact of changes on the plan and making adjustments as needed.</li> <li>3. Upon receipt of the restated mission, the commander's intent and the commander's planning guidance, the staff develops COAs by:               <ul style="list-style-type: none"> <li>a. Ensuring each proposed COA meets the following criteria:                   <ul style="list-style-type: none"> <li>(1) Feasible. A COA must enable the unit to accomplish the mission within the available time, space, and resources.</li> <li>(2) Acceptable. The advantage gained by executing a COA must justify the cost in resources, especially casualties.</li> <li>(3) Suitable. A COA must accomplish the mission and comply with commander's guidance.</li> <li>(4) Distinguishable. Each COA must differ significantly from one another.</li> <li>(5) Complete. A COA must show how: decisive operation accomplishes mission; shaping operations create and preserve conditions for success of decisive operations; and sustaining operations enable shaping and decisive operations.</li> </ul> </li> <li>b. Analyzing relative combat/operational power to determine feasibility of proposed COAs by:                   <ul style="list-style-type: none"> <li>(1) Computing force ratios.</li> <li>(2) Analyzing intangible aspects of combat/operational power, which include:                       <ul style="list-style-type: none"> <li>(a) Environmental factors.</li> <li>(b) Human factors.</li> <li>(c) Friction.</li> <li>(d) Enemy will.</li> <li>(e) Enemy intentions.</li> </ul> </li> <li>(3) Comparing friendly strengths against enemy weaknesses and vice verse, for the elements of combat/operational power listed below:                       <ul style="list-style-type: none"> <li>(a) Movement and maneuver.</li> <li>(b) Intelligence</li> <li>(c) Fires.</li> </ul> </li> </ul> </li> </ul> </li> </ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> <li>(d) Sustainment</li> <li>(e) Command and control</li> <li>(f) Protection.</li> <li>(g) Leadership.</li> <li>(h) Information.</li> <li>(4) Comparing force ratio with historic minimum planning ratios and estimating the extent which intangible factors affect relative combat/operational power.</li> <li>c. Generating options for proposed COAs by:               <ul style="list-style-type: none"> <li>(1) Determining doctrinal requirements for each type of operation being considered.</li> <li>(2) Considering possibilities created by attachments.</li> <li>(3) Ensuring the decisive operation issued in commander's planning guidance is nested within higher HQ concept of operations.</li> <li>(4) Determining the decisive operation's purpose (if not stated by the commander).</li> <li>(5) Determining the best way to mass the effects of overwhelming power to achieve the purpose.</li> <li>(6) Considering shaping operations.</li> <li>(7) Establishing a purpose for each shaping operation that is tied to creating or preserving a condition for the decisive operation.</li> <li>(8) Determining sustaining operations necessary to create and maintain the combat power required for the decisive operation and shaping operations.</li> <li>(9) Developing the operational organization for each COA.</li> <li>(10) Determining the essential tasks for the decisive operation and each shaping and sustaining operation.</li> <li>(11) Examining each COA to determine if it satisfies the COA screening criteria.</li> <li>(12) Changing or eliminating COAs as appropriate.</li> </ul> </li> <li>d. Arraying initial forces for each proposed COA by:               <ul style="list-style-type: none"> <li>(1) Considering:                   <ul style="list-style-type: none"> <li>(a) The higher HQ commander's intent and concept of operation.</li> <li>(b) The unit mission statement and commander's intent and planning guidance.</li> <li>(c) The air and ground avenues of approach.</li> <li>(d) As many possible enemy COAs as time permits, starting with the most likely and including the most dangerous.</li> </ul> </li> <li>(2) Determining relative power required to accomplish each task, starting with the decisive operation and continuing through all shaping operations.</li> <li>(3) Determining the combination of tangible and intangible assets required to accomplish each task.</li> <li>(4) Determining a proposed forward edge of the battle area (FEBA) (in the defense) or a line of departure (LD) (in the offense).</li> <li>(5) Considering military deception operations.</li> <li>(6) Making an initial array of friendly forces, starting with the decisive operation and continuing with all shaping and sustaining operations, arraying ground forces two levels down.</li> <li>(7) Identifying the total number of units needed and possible methods of dealing with the enemy.</li> </ul> </li> </ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>(8) Determining whether to request additional resources, accept risk, or execute tasks required for COA sequentially (phased) rather than simultaneously, if a force shortfall is identified.</p> <p>e. Developing the concept of operations, by including the following:</p> <ol style="list-style-type: none"> <li>(1) The purpose of the operation.</li> <li>(2) Identifying where the commander will accept tactical risk.</li> <li>(3) Identification of critical friendly events and transitions between phases (if operation is phased).</li> <li>(4) Designation of the decisive operation, with its task and purpose, linked to how it supports the higher HQ concept.</li> <li>(5) Designation of shaping operations, with their tasks and purposes, linked to how they support the decisive operation.</li> <li>(6) Designation of sustaining operations, along with their tasks and purposes, linked to how they support the decisive and shaping operations.</li> <li>(7) Designation of reserve, including its location and composition.</li> <li>(8) Intelligence, surveillance, reconnaissance operations.</li> <li>(9) Security operations.</li> <li>(10) Identification of maneuver options that may develop during an operation.</li> <li>(11) Location of engagement areas (EAs), or attack objectives and counterattack objectives.</li> <li>(12) Assignment of subordinate AOs and identify unit unassigned operational environment.</li> <li>(13) Concept of fires.</li> <li>(14) Information operations (IO) concept of support including military deception, and nonlethal fires.</li> <li>(15) Stability operations concept of support.</li> <li>(16) Prescribed formations or dispositions, when necessary.</li> <li>(17) Priorities for each WFF.</li> <li>(18) Integration of obstacle effects with maneuver and fires.</li> <li>(19) Considerations of the effects of enemy weapons of mass destruction (WMD) on the force.</li> <li>(20) Graphic control measures.</li> </ol> <p>f. Assigning headquarters to create a task organization, as necessary.</p> <p>g. Preparing COA statements and sketches by:</p> <ol style="list-style-type: none"> <li>(1) Developing the COA statement which: <ol style="list-style-type: none"> <li>(a) Portrays how the unit will accomplish the mission.</li> <li>(b) Explains the concept of operations, to include main and supporting efforts and decisive, shaping and sustaining operations.</li> <li>(c) Is written in terms of the battlefield organization.</li> <li>(d) Includes mission and end state.</li> </ol> </li> <li>(2) Developing the COA sketch which, at a minimum, includes: <ol style="list-style-type: none"> <li>(a) Unit and subordinate boundaries.</li> <li>(b) Subordinate locations or movement formations (but not subordinate unit formations).</li> <li>(c) The FEBA, LD, or line of contact (LC), and phase lines (PLs) if used.</li> <li>(d) Reconnaissance and security graphics.</li> <li>(e) Ground and air axes of advance.</li> <li>(f) Assembly areas, battle positions (BPs), strong points, engagement areas (EAs) and objectives.</li> <li>(g) Obstacle control measures and tactical mission graphics.</li> </ol> </li> </ol>		



TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> <li>(h) Fire support coordinating measures.</li> <li>(I) Designation of the decisive operation and shaping operations.</li> <li>(j) Location of command posts (CPs) and critical INFOSYS nodes.</li> <li>(k) Enemy known or templated locations.</li> <li>h. Conducting a COA brief to the commander, which includes:               <ul style="list-style-type: none"> <li>(1) An IPB update.</li> <li>(2) Possible enemy COAs (event templates).</li> <li>(3) The unit mission statement.</li> <li>(4) The commander's and higher HQ commanders' intent.</li> <li>(5) Course of action statements and sketches.</li> <li>(6) The rationale for each COA, including:                   <ul style="list-style-type: none"> <li>(a) Considerations that might affect enemy COAs.</li> <li>(b) Critical events for each COA.</li> <li>(c) Deductions resulting from the relative combat/operational power/troop to task analysis.</li> <li>(d) The reason units are arrayed as shown on the sketch.</li> <li>(e) The reason the staff used the selected control measures.</li> <li>(f) Updated facts and assumptions.</li> </ul> </li> <li>(7) Recommended evaluation criteria.</li> </ul> </li> <li>i. Upon completion of the COA briefing, the commander provides additional guidance, which includes:               <ul style="list-style-type: none"> <li>(1) Acceptance of COAs.</li> <li>(2) Rejection of COAs.</li> <li>(3) Creation of new COAs.</li> <li>(4) Directions on which COAs to analyze.</li> </ul> </li> <li>4. Upon approval of COAs and receipt of commander's guidance, the staff conducts COA analysis (war-gaming) to identify the best COA by:               <ul style="list-style-type: none"> <li>a. Gathering the required tools, to include, but not limited to:                   <ul style="list-style-type: none"> <li>(1) Current running estimates.</li> <li>(2) Event templates.</li> <li>(3) A recording method.</li> <li>(4) Completed COAs, including maneuver, reconnaissance and surveillance, and security graphics.</li> <li>(5) A means to post or display enemy and friendly unit symbols.</li> <li>(6) A map of the AO.</li> </ul> </li> <li>b. Listing the friendly forces.</li> <li>c. Listing assumptions.</li> <li>d. Listing known critical events and decision points, to include:                   <ul style="list-style-type: none"> <li>(1) Events that trigger actions or decisions.</li> <li>(2) Complicated actions requiring detailed study.</li> <li>(3) Essential tasks.</li> </ul> </li> <li>e. Determining evaluation criteria.</li> <li>f. Selecting the war-gaming method from one of the following methods or by developing a different technique:                   <ul style="list-style-type: none"> <li>(1) Belt method. Dividing AO into belts (areas) running the width of AO.</li> <li>(2) Avenue-in-depth method. Focusing on one avenue of approach at a time, beginning with the decisive operation.</li> <li>(3) Box method. Detailed analysis of critical areas, such as EAs or landing zones (LZs).</li> <li>(4) Any combination of the three methods.</li> </ul> </li> </ul> </li> </ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> <li>g. Selecting a method to record and display results, from one of two methods:               <ul style="list-style-type: none"> <li>(1) Synchronization matrix.</li> <li>(2) Sketch-note technique.</li> </ul> </li> <li>h. Wargaming the operation and assessing the results by:               <ul style="list-style-type: none"> <li>(1) Executing action/reaction/counteraction analysis through each selected event of COAs.</li> <li>(2) Considering all possible forces, including templated enemy outside the AO that can influence the operation.</li> <li>(3) Evaluating each friendly move to determine assets and actions required to defeat the enemy at that point.</li> <li>(4) Considering branches to the plan that promote success against likely enemy counteractions.</li> <li>(5) Listing assets used in appropriate columns of worksheets and lists totals.</li> <li>(6) Examining the following areas in detail:                   <ul style="list-style-type: none"> <li>(a) All enemy capabilities.</li> <li>(b) Movement considerations.</li> <li>(c) Closure rates.</li> <li>(d) Lengths of columns.</li> <li>(e) Formation depths.</li> <li>(f) Ranges and capabilities of weapons systems.</li> <li>(g) Desired effects of fires.</li> </ul> </li> <li>(7) Assessing risk to friendly forces and ways to reduce vulnerability.</li> <li>(8) Identifying WFF assets required to support the concept of the operations.</li> <li>(9) Recommending priorities if requirements exceed available assets.</li> <li>(10) Validating the composition and location of the decisive operation, shaping operation, and reserve forces.</li> <li>(11) Identifying situations, opportunities or additional critical events that require further analysis by staff.</li> <li>(12) Performing any additional analysis quickly and incorporating the results into war-game record.</li> </ul> </li> <li>i. Identifying the following war-game results:               <ul style="list-style-type: none"> <li>(1) Refined COAs with branches and sequels to become on-order or be-prepared missions.</li> <li>(2) Locations and times of decisive points and critical events.</li> <li>(3) Identification of key and decisive terrain.</li> <li>(4) Enemy event template and matrix.</li> <li>(5) Refined task organization.</li> <li>(6) Tasks unit retains and tasks assigned to subordinate elements.</li> <li>(7) Assets allocated to subordinate commanders to accomplish mission.</li> <li>(8) Synchronization matrix.</li> <li>(9) Decision support template (DST).</li> <li>(10) Estimation of the duration of entire operation and each critical event.</li> <li>(11) Projection of percentage of enemy force defeated overall and at each critical event.</li> <li>(12) Likely times and areas for enemy use of WMD.</li> <li>(13) Potential times and locations for committing the reserve.</li> <li>(14) Most dangerous enemy COA.</li> <li>(15) Location of commander, CPs, and INFOSYS nodes.</li> <li>(16) Warfighting function support requirements.</li> <li>(17) Military deception requirements.</li> </ul> </li> </ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> <li>(18) Graphic control measures and updated operational graphics.</li> <li>(19) Refined CCIR and IR-including latest time information of value (LTIOV)-and their incorporation into the ISR and information management (IM) plan.</li> <li>(20) Intelligence surveillance, reconnaissance plan and graphics.</li> <li>(21) Information operations objectives and tasks.</li> <li>(22) Fire support, engineer, air and missile defense, IO, and sustainment plans and graphic control measures.</li> <li>(23) Effects of friendly and enemy actions on civilian population and infrastructure, and how these will affect military operations.</li> <li>(24) Location of NAIs, target areas of interest (TAIs), decision points (DPs), and IR needed to support them.</li> <li>(25) Timing for concentration of forces and starting attack or counterattack (if applicable).</li> <li>(26) Movement times and tables for critical assets, including INFOSYS nodes.</li> <li>(27) Strengths and weaknesses of each COA.</li> <li>(28) Targeting data: high-payoff targets (HPTs) and attack guidance.</li> <li>(29) Risk assessment, hazards and controls.</li> <li>j. Conducting a war-game brief to the commander (optional), which includes the following: <ul style="list-style-type: none"> <li>(1) The higher HQ mission, commander's intent, and military deception plan.</li> <li>(2) Updated IPB.</li> <li>(3) Friendly and enemy COAs that were war-gamed, to include: <ul style="list-style-type: none"> <li>(a) Critical events.</li> <li>(b) Possible enemy actions and reactions.</li> <li>(c) Modifications to the COAs.</li> <li>(d) Strengths and weaknesses.</li> <li>(e) Results of the wargame.</li> </ul> </li> <li>(4) Assumptions.</li> <li>(5) War-gaming technique used.</li> </ul> </li> <li>5. Upon completion of analysis, the staff conducts COA comparison by: <ul style="list-style-type: none"> <li>a. Determine the comparison technique that facilitates reaching the best recommendation and decision.</li> <li>b. Determine the weight of each criterion, developed before the wargame, based on its relative importance and the commander's guidance.</li> <li>c. Comparing COAs individually, by WFF.</li> <li>d. Staff responsible for WFF, score each COA using the established criteria.</li> <li>e. Multiplying their score by weights to determine the criterion value.</li> <li>f. Totalling all values, by category, to determine best COA.</li> <li>g. Comparing feasible COAs to identify the one with the highest probability of success against most likely enemy COA and most dangerous enemy COA.</li> <li>h. Developing a recommendation for the COA that best accomplishes the mission by: <ul style="list-style-type: none"> <li>(1) Posing the minimum risk to the unit and mission accomplishment.</li> <li>(2) Placing the unit in the best posture for future operations.</li> <li>(3) Providing the maximum latitude for initiative by subordinates.</li> <li>(4) Providing the most flexibility to meet unexpected threats and opportunities.</li> </ul> </li> </ul> </li> <li>* 6. Upon conclusion of analysis and comparison, the staff seeks COA approval from the commander by: <ul style="list-style-type: none"> <li>a. Conducting a COA decision briefing, which includes:</li> </ul> </li> </ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> <li>(1) The intent of the higher HQ and next higher HQ commander.</li> <li>(2) The status of the unit and its components.</li> <li>(3) Current IPB.</li> <li>(4) The COAs considered, which include: <ul style="list-style-type: none"> <li>(a) Assumptions used.</li> <li>(b) Results of staff running estimates.</li> <li>(c) Summary of war-game for each COA to include critical events, modifications to any COA, and war-game results.</li> <li>(d) Advantages and disadvantages (including risk) of each COA. (Discussed in terms of numerical or subjective analysis through a decision matrix).</li> </ul> </li> <li>(5) The recommended COA.</li> <li>b. Obtaining the commander's decision on a COA.</li> <li>c. Receiving the commander's final planning guidance, which includes: <ul style="list-style-type: none"> <li>(1) Refined commander's intent (if necessary).</li> <li>(2) New CCIR to support execution.</li> <li>(3) Additional guidance on priorities for WFF activities, orders preparation, rehearsals, and preparation.</li> <li>(4) Priorities for resources needed to preserve freedom of action and assure continuous sustainment.</li> <li>(5) The risk that the commander is willing to accept.</li> </ul> </li> <li>d. Issuing WARNO (#3) to subordinate headquarters, which includes: <ul style="list-style-type: none"> <li>(1) Mission.</li> <li>(2) Commander's intent.</li> <li>(3) Updated CCIR and EEFI.</li> <li>(4) Concept of operations.</li> <li>(5) Area of operation.</li> <li>(6) Principal tasks assigned to subordinate units.</li> <li>(7) Preparation and rehearsal instructions not included in TSOP.</li> <li>(8) Final timeline for the operations.</li> </ul> </li> <li>7. Upon receiving the commander's approval for a COA, the staff produces the plan or order by: <ul style="list-style-type: none"> <li>a. Converting the selected COA into a clear, concise concept of operations and supporting information by writing a complete five-paragraph field order with supporting annex's and operational graphics.</li> <li>b. Submitting the plan or order to the commander for review and approval, prior to reproduction and dissemination.</li> <li>c. Briefing the plan or order to subordinate commanders.</li> <li>d. Conducting confirmation briefings with subordinates immediately after orders brief.</li> <li>e. Reviewing subordinate commander's plans or orders, upon their completion.</li> </ul> </li> </ul> <p>“*” indicates a leader task step.</p>		

## SUPPORTING COLLECTIVE TASKS

## Task Number

## Task Title

71-8-5114

Establish Target Priorities (Battalion-Corps)

71-8-5113

Develop Commander's Critical Information Requirements (Battalion-Corps)

71-8-5121

Establish Coordination and Liaison (Battalion-Corps)

**TASK:** Execute Tactical Operations (Battalion-Corps) (71-8-5131)  
(FM 6-0) (FM 3-13)

**CONDITIONS:** The staff is conducting or preparing to conduct operations. Communications are established with subordinate, adjacent units, and higher headquarters (HQ). Command and Control (C2) Information Systems (INFOSYS) are operational and are passing information in accordance with tactical standing operating procedures (TACSOP). The command has received a warning order/operations plan/operations order/fragmentary order (WARNO/OPLAN/ OPORD/FRAGO) from higher headquarters (HQ) and is exercising mission command. The commander has issued guidance. Some iterations of this task should be performed in MOPP4.

**STANDARDS:** The staff combines and coordinates forces and warfighting functions in the most effective combinations to meet the requirements for mission accomplishment established by planning to support the commander in controlling tactical operations by providing him and subordinate commanders with a common operational picture (COP) and execution information required to facilitate situational understanding. Prior to execution, forces are issued the OPORD and execution matrix with sequence and timing of each subordinate task throughout the operation and issues appropriate orders or requests to higher HQ as necessary to synchronize decisive, shaping and sustaining operations.

**Note:** Task steps and performance measures may not apply to every unit or echelon. Prior to evaluation, coordination should be made between evaluator and the evaluated units' higher HQ to determine the task steps and performance measures that may be omitted.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ol style="list-style-type: none"> <li>1. The staff integrates Information Operations (IO) and Information Management (IM) activities to enhance situational understanding rapidly and accurately achieve information superiority and yield decisions that initiate or govern actions to accomplish tactical missions:               <ol style="list-style-type: none"> <li>a. Advising the commander and staff on capabilities, limitations, requirements, resources and employment, and all matters that deal with the unit's area of interest (AOI).</li> <li>b. Providing Relevant Information (RI) to help the commander read the operational environment and keep abreast of the situation.</li> <li>c. Informing the commander of directives and policy guidance from higher HQ dealing with the units AOI.</li> <li>d. Directing the staff to continuously monitor and update running estimates.</li> </ol> </li> <li>2. The staff manages information:               <ol style="list-style-type: none"> <li>a. Receiving, processing and disseminating RI via digital Information System (INFOSYS).</li> <li>b. Analyzing RI to determine whether it is critical, exceptional, or routine.</li> <li>c. Deciding how to best display the information on digital INFOSYS for use by integrators and decision makers and incorporation into Tactical Standing Operating Procedures (TACSOP).</li> <li>d. Assess tactical situation and operations to determine if it is progressing satisfactorily In Accordance With (IAW) the current plan.</li> <li>e. Maintain the COP of decisive, shaping and sustaining operations by managing tactical information to ensure situational understanding.</li> </ol> </li> </ol>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>3. The staff conducts coordination through maintaining close contact and information exchange with the command and with corresponding commanders, staff officers, and sections at higher, subordinate, adjacent and supporting echelons of command.</p> <p>4. The Staff assists the commander in controlling tactical operations:</p> <ul style="list-style-type: none"> <li>a. Direct actions IAW Warning Order/Operations Plan/Operations Order/Fragmentary Order (WARNO/OPLAN/ OPORD/FRAGO) and execution and adjustment decisions (positive control).</li> <li>b. Regulate actions IAW standing operating procedures (SOP) (procedural control).</li> <li>c. Perform critical ongoing functions of execution.</li> <li>d. Synchronize the operation: <ul style="list-style-type: none"> <li>(1) Assist the commander in synchronizing the operation to produce maximum effects on the threat.</li> <li>(2) Synchronize the operation in space and time across the warfighting functions with respect to decisive, shaping, and sustaining operations to gain or retain the initiative through the use of information dominance.</li> <li>(3) Verify staff officer's understanding in the operation and how it relates to everyone else's while supporting the commander's intent.</li> </ul> </li> </ul> <p>5. The staff displays the COP and provides functional inputs IAW TACSOP:</p> <ul style="list-style-type: none"> <li>a. Provide sustainment input to the COP, consisting of support annex overlays and any logistics input required by the commanders Essential Elements of Friendly Information (EEFI) IAW TACSOP.</li> <li>b. Provide intelligence input to the COP, consisting of threat locations and type, CCIR, Priority Intelligence Requirements (PIR) IAW TACSOP.</li> </ul> <p>6. The Human Resource Section and Inspector General (IG) section monitor trends:</p> <ul style="list-style-type: none"> <li>a. Analyze data from all sources to detect trends and identify solutions as they affect the mission: <ul style="list-style-type: none"> <li>(1) Maintain updated IG technical information.</li> <li>(2) Review as necessary, other source data.</li> </ul> </li> <li>b. Inquire into and report on matters about performance of the mission state of discipline, efficiency and economy.</li> <li>c. Consult staff elements, as appropriate, to obtain items for the special attention of inspectors and to arrange for technical assistance.</li> <li>d. Identify and monitor trends, both positive and negative, in all activities.</li> <li>e. Advise the commander and staff concerning matters noted.</li> </ul> <p>7. The staff leverages information management to support more precise and timely decisions.</p> <ul style="list-style-type: none"> <li>a. Conduct of operations security reviews of classified and unclassified documentation to ensure compliance with distribution statement requirements and command policy covering release of information into the public domain.</li> <li>b. Develop, publish, and maintain the EEFI list.</li> <li>c. Develop Operations Security (OPSEC) measures to recommend for implementation by the commander.</li> <li>d. Developing and publishing the unit OPSEC plan.</li> </ul> <p>8. The staff develops EEFI in order to enhance friendly decision-making.</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>9. The Operations Section integrates Information Operations (IO) that will cause the threat to make inappropriate, untimely, and irrelevant decisions that will give the commander a decision-making advantage:</p> <ul style="list-style-type: none"> <li>a. Obtain incoming tactical information and intelligence IAW the TACSOP.</li> <li>b. Monitor the digital INFOSYS, communications nets, and standard messages and reports IAW the TACSOP.</li> <li>c. Pass information requiring immediate action to the appropriate action officer, (battle captain, XO/COS, commander) IAW the TACSOP; which includes: <ul style="list-style-type: none"> <li>(1) Support data for CCIR such as PIR, Friendly Force Information Requirements (FFIR), or when directed, EEFI.</li> <li>(2) Identify data that supports a decision the commander has to make.</li> <li>(3) Receive unexpected reports affecting the current operation.</li> <li>(4) Analyze and disseminating orders from higher HQ requiring immediate action.</li> </ul> </li> <li>d. Process tactical information and intelligence: <ul style="list-style-type: none"> <li>(1) Focus efforts on threat not in contact (those able to influence the decisive battle) IAW CCIR.</li> <li>(2) Extract and collating essential intelligence information from messages and reports.</li> <li>(3) Determine the reliability of the source or agency.</li> <li>(4) Determine the credibility of incoming information.</li> <li>(5) Determine the validity of incoming data.</li> <li>(6) Determine the relevancy of the information to other staff elements and cells or headquarters.</li> </ul> </li> <li>e. Evaluating the threat: <ul style="list-style-type: none"> <li>(1) Identify the threat and information gaps.</li> <li>(2) Maintain threat models by creating or updating doctrinal template and patterns of operation.</li> <li>(3) Identify threat capabilities and vulnerabilities.</li> <li>(4) Prepare a consolidated staff assessment of threat capabilities and vulnerabilities, for the XO/COS.</li> <li>(5) Develop a full set of threat COAs available by establishing threat overlays.</li> <li>(6) Develop situation template overlays, COA descriptions and options, and High Value Targets (HVTs).</li> <li>(7) Evaluate and prioritizing each threat COA, particularly identifying the threat most likely and most dangerous.</li> <li>(8) Identify initial collection requirements to include an event template overlay and event matrix.</li> </ul> </li> <li>f. Continuously assists the commander in conducting the ongoing functions of execution necessary to control operations: <ul style="list-style-type: none"> <li>(1) Focus all assets on the decisive operation to include: <ul style="list-style-type: none"> <li>(a) Confirm they are tasked to support the decisive operation or the main effort for a phase of an operation.</li> <li>(b) Confirm they are in the best position to support the decisive operation or main effort for a phase of an operation, or are moving to a location from where they can best support the decisive operation.</li> </ul> </li> <li>(2) Conduct continuous Intelligence, Surveillance and Reconnaissance (ISR) to include:</li> </ul> </li> </ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> <li>(a) Phase or sequencing ISR operations, IAW the commander's guidance, to ensure that assets are tasked to support the CCIR, available when needed, and maintain required coverage.</li> <li>(b) Synchronize the efforts of all ISR assets through dynamic re tasking and changes to the integrated ISR/collection plan based on changes to the situation and/or the commander's adjustment decisions.</li> <li>(3) Continue security operations to include:               <ul style="list-style-type: none"> <li>(a) Assess the command's security posture.</li> <li>(b) Update the EEFI to fit the situation.</li> <li>(c) Task subordinates to secure open flanks and gaps between units.</li> </ul> </li> <li>(4) Adjust CCIR, based on the situation to include:               <ul style="list-style-type: none"> <li>(a) Analyze Information Requirements (IR) against changing operational circumstances.</li> <li>(b) Designate new IR that effect decision-making, success of the operation, and Decisive operations.</li> <li>(c) Disseminate CCIR as they are answered.</li> <li>(d) Update CCIR and EEFI as the situation changes.</li> </ul> </li> <li>(5) Conduct battle tracking to:               <ul style="list-style-type: none"> <li>(a) Monitor the progress of air and ground troops.</li> <li>(b) Recommend changes in movement, as required.</li> </ul> </li> <li>(6) Develop or adjust airspace and Fire Support Control Measures (FSCM) to include:               <ul style="list-style-type: none"> <li>(a) Maintain awareness of Airspace Control Measures (ACMs), their effects on ground operations and ground operations effects on ACMs.</li> <li>(b) Adjust ACMs as required.</li> <li>(c) Integrate new ACMs with ground operations.</li> </ul> </li> <li>(7) Conduct targeting meetings to focus and synchronize the combat power and resources toward finding, tracking, attacking, and assessing High-Payoff Targets (HPTs).</li> <li>(8) Manage movement and position of sustainment units to include:               <ul style="list-style-type: none"> <li>(a) Determine where to mass effect.</li> <li>(b) Directing movements early enough to position all forces, including sustainment units, to accomplish that task.</li> </ul> </li> <li>(9) Manage terrain to include:               <ul style="list-style-type: none"> <li>(a) Deconflict land use.</li> <li>(b) Track location and land use by all units.</li> <li>(c) Reverse-planning to determine which units require what space at what time.</li> <li>(d) Prioritizing land use to those units executing and supporting the decisive operation.</li> </ul> </li> </ul> <p>10. The operations section IAW the plans section determine if an order, FRAGO or a request to higher HQ is required to synchronize decisive, shaping and sustaining operations due to:</p> <ul style="list-style-type: none"> <li>a. Information received or analysis meets CCIR criteria or supports commander's decision.</li> </ul>		



TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>b. Information indicates unplanned or unforeseen situation that affects the current operation that requires an adjustment to the plan or request to higher HQ.</p> <p>11. The staff develops plans to sufficiently suppress or defeat the threat intelligence effort to allow the unit to conduct its mission with the element of surprise and with minimal losses:</p> <ul style="list-style-type: none"> <li>a. Prepare the Counterintelligence (CI) running estimate.</li> <li>b. Provide CI products.</li> <li>c. Provide input to the OPLAN/OPORD, to counter threat intelligence collection units and elements, and the structure or organization of paramilitary and/or terrorist groups in the AO.</li> <li>d. Provide CI support to battlefield deception.</li> <li>e. Provide CI support to OPSEC.</li> </ul> <p>12. The Staff, develops recommendations to the commander as a result of unplanned or extraordinary events (referred to as variances) critical to the current operation and requiring major adjustments to the plan:</p> <ul style="list-style-type: none"> <li>a. Determine if information received constitutes an unplanned or extraordinary event.</li> <li>b. Inform the Operations section.</li> <li>c. Inform the commander.</li> <li>d. Assemble action team or directing the Plans section, to develop a plan.</li> <li>e. Provide recommendations to the commander.</li> <li>f. Issue appropriate orders or requests to higher HQ.</li> <li>g. Identify variances from the initial plan.</li> </ul> <p>13. The Operations Section issues Orders, FRAGOs, or requests to higher HQ for information, as necessary, to implement the commander's decision based on CCIR, and to execute pre-planned decisions, respond to triggers, or conduct staff-to-staff coordination.</p> <ul style="list-style-type: none"> <li>a. Verify that CCIR has been answered.</li> <li>b. Inform Staff sections that CCIR has been answered.</li> <li>c. Inform the commander that CCIR has been answered.</li> <li>d. Review Decision Support Template (DST), synchronization matrix, and current situation.</li> <li>e. Present staff recommendation, if required, to the commander.</li> <li>f. Issue appropriate orders or submits requests to higher HQ.</li> <li>g. Receive information that requires execution of a pre-planned decision.</li> <li>h. Take appropriate actions to synchronize combat operations.</li> </ul> <p>“*” indicates a leader task step.</p>		

### SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
71-8-5113	Develop Commander's Critical Information Requirements (Battalion-Corps)
71-8-1121	Conduct Predeployment Activities (Battalion-Corps)
71-8-5200	Conduct Command Post Operations (Battalion-Corps)

## Chapter 2

**TASK:** Evaluate Situation or Operation (Battalion-Corps) (71-8-5142)  
(FM 5-0) (FM 3-13)

**CONDITIONS:** The staff is conducting or preparing to conduct operations. Communications are established with subordinate and adjacent units, and higher headquarters. Command and Control (C2) Information Systems (INFOSYS) are operational and passing information in accordance with tactical standing operating procedures (TACSOP). the command has received a warning Order/Operations Plan/Operations Order/Fragmentary Order (WARNO/OPLAN/OPORD/FRAGO) from higher headquarters (HQ) and is exercising mission command. The commander has provided initial planning guidance. Some iterations of this task should be performed in MOPP4.

**STANDARDS:** The staff continuously evaluates the current situation or progress of operations against criteria of success and make timely, accurate recommendations throughout the plan, prepare, and execute the C2 process. These recommendations allow the commander to identify variances from the plan, including assumptions, and have the ability to forecast trends. The staff, use relevant information (RI) from the common operational picture (COP) to measure, analyze, and report performance of forces against criteria of success. The staff incorporates assessments based on the evaluation of the running estimates that present recommendations to the commander. The commander considers these recommendations, makes decisions, and directs actions to seize, retain, or exploit the initiative.

**Note:** Task steps and performance measures may not apply to every unit or echelon. Prior to evaluation, coordination should be made between evaluator and the evaluated units' higher headquarters (HQ) to determine the task steps and performance measures that may be omitted.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ol style="list-style-type: none"><li>1. During Course of Action (COA) comparisons, the staff evaluates how it can achieve situational understanding through the Common Operational Picture (COP) by:<ol style="list-style-type: none"><li>a. Identifying opportunities to exploit unexpected successes/opportunities.</li><li>b. Identifying threats.</li><li>c. Identifying gaps in information.</li><li>d. Monitoring continuously and evaluating the effectiveness of force protection measures.</li></ol></li><li>2. During preparation the staff continuously evaluates an operation by:<ol style="list-style-type: none"><li>a. Revising and refining Operation Orders and Operation Plans (OPORDs/OPLANs) against criteria of success established during planning to determine variance.</li><li>b. Updating the Intelligence Surveillance and Reconnaissance (ISR) plan to answer the Commander's Critical Information Requirements (CCIR).</li><li>c. Attending subordinate unit rehearsals to ensure understanding of the commander's intent and concept of the operation.</li><li>d. Attending training to ensure subordinates improve their skills in tactics, techniques, and procedures (TTP) that are expected to be used in assigned missions.</li><li>e. Identifying deficiencies discovered during preoperational checks and inspection.</li></ol></li><li>3. During execution the staff continuously evaluates the situation by:<ol style="list-style-type: none"><li>a. Monitoring the performance of subordinates to determine variances and their significance to the progress of the operation.</li><li>b. Updating running estimates.</li></ol></li></ol>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>c. Monitoring the criteria of success identified during planning against the current situation particularly for the following critical ongoing functions, which include.</p> <ol style="list-style-type: none"> <li>(1) Focus all assets on the decisive operation.</li> <li>(2) Conduct continuous ISR and target acquisition.</li> <li>(3) Conduct security operations.</li> <li>(4) Adjustments to CCIR based on the situation.</li> <li>(5) Adjusting graphic control measures.</li> <li>(6) Perform battle tracking.</li> <li>(7) Employ airspace control measures.</li> <li>(8) Continue liaison and coordination.</li> <li>(9) Conduct targeting.</li> <li>(10) Manage movement and positioning of protection and sustainment units.</li> <li>(11) Perform terrain management.</li> </ol> <p>4. Based on evaluation of the situation or progress of operations the staff, In Accordance With (IAW) the commander's execution or adjustment decision, addresses changes to the plan by:</p> <ol style="list-style-type: none"> <li>a. Adjust plans that are necessary to accomplish the mission.</li> <li>b. Update Named Areas of Interest (NAI) and Target Areas of Interest (TAI).</li> <li>c. Focus information importance in each warfighting function.</li> <li>d. Assess variances and their affects.</li> <li>e. Identify gaps in relevant information.</li> <li>f. Update the CCIR.</li> </ol> <p>REMARKS:</p> <p>RELATED AUTL (ART) TASKS:</p> <p>ART 7.3 Assess Tactical Situation and Operation</p> <p>ART 7.3.2.1 Develop Staff Estimates</p> <p>ART 7.3.2.2 Evaluate Progress</p> <p>ART 7.3.1 Monitor Situation or Progress of Operations</p> <p>ART 7.3.2 Evaluate Situation or Operation</p> <p>ART 7.3.3 Provide Combat Assessment</p> <p>ASSOCIATED JOINT (OP) TASKS:</p> <p>OP 5.1.5 Monitor Strategic Situation</p> <p>OP 5.2 Assess Operational Situation</p> <p>NOTE: Associated Joint (OP) Tasks are derived from JFCOM which lists 67 OP tasks as "Baseline Functional" and "Warfighting" tasks that a JTF should train for IAW JTF HQ Master Training Guide (MTG), CJCSM 3500.05A.</p> <p>“*” indicates a leader task step.</p>		

## SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
71-8-5113	Develop Commander's Critical Information Requirements (Battalion-Corps)
71-8-5131	Execute Tactical Operations (Battalion-Corps)
71-8-5200	Conduct Command Post Operations (Battalion-Corps)

## Chapter 2

**TASK:** Plan Public Affairs Operations (Battalion-Corps) (71-8-5334)

(JP 3-61)

(FM 3-61.1)

(AR 360-1)

(FM 46-1)

**CONDITIONS:** The staff is conducting or preparing to conduct operations. Communications are established with subordinate, adjacent units, and higher headquarters (HQ). Command and Control (C2) Information Systems (INFOSYS) are operational and are passing information in accordance with standing operating procedures (SOP). The command has received a warning order/operations plan/operations order/fragmentary order (WARNO/OPLAN/ OPORD/FRAGO) from higher headquarters (HQ) and is exercising mission command. The commander has issued guidance. Some iterations of this task should be performed in MOPP4.

**STANDARDS:** The staff develops the public affairs plan which advises the commander and command (or host nation in stability operations) on public affairs operations. This includes developing information strategies and programs, planning to facilitate media operations, and planning community relations programs within the area of operation (AO) that support the commander's intent, and contributed to accomplishment.

**Note:** Task steps and performance measures may not apply to every unit or echelon. Prior to evaluation, coordination should be made between evaluator and the evaluated units' higher HQ to determine the task steps and performance measures that may be omitted.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>1. Upon receipt of a mission, the Public Affairs (PA) Section, begins planning for PA operations by:</p> <p>NOTE: The mission of the Public Affairs Element is to assist the commander in communicating information and messages about his force and the operation to internal and external audiences. It assists the commander in monitoring and understanding public opinion, explaining the situational context of events and communicating the Army's perspective clearly and without filters.</p> <ul style="list-style-type: none"><li>a. Assessing the PA situation.</li><li>b. Advising and informing the commander of the PA impact and implications of current and future operations.</li><li>c. Developing the PA Plan/solutions to issues.</li><li>d. Monitoring effects of PA operations.</li></ul> <p>2. During planning, the Public Affairs Section, assess the PA situation by:</p> <ul style="list-style-type: none"><li>a. Requesting PA Guidance (PAG) from higher HQ to include campaigns, themes, messages, and objectives.</li><li>b. Establishing coordination with appropriate organizations involved with or within the theater of operations to include:<ul style="list-style-type: none"><li>(1) Embassies.</li><li>(2) Country teams.</li><li>(3) Host Nation (HN) governments.</li><li>(4) Subordinate commands.</li><li>(5) Allied force PA teams.</li><li>(6) Non-governmental organizations.</li></ul></li><li>c. Assessing the Information Environment (IE) to include:<ul style="list-style-type: none"><li>(1) Identifying and evaluating the PA environment, Global Information Environment (GIE) and Military Information Environment (MIE) in the country, geographic area, or AO.</li><li>(2) Identifying factors within the IE that have potential implications for the planning and execution of operations, which include:<ul style="list-style-type: none"><li>(a) Information channels and infrastructures.</li></ul></li></ul></li></ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> <li>(b) Media presence.</li> <li>(c) Commercial media and communications capabilities such as live video transmission capability or interactive satellite telecommunications access.</li> <li>(d) Media content analysis.</li> <li>(e) Public opinion assessment, which includes perceptions of the situation and the use of military power.</li> </ul> <p>NOTE: PA planners will conduct an audience analysis to determine the information needs of the various audiences and public.</p> <ul style="list-style-type: none"> <li>(f) Information needs assessment, based on an audience analysis.</li> </ul> <ul style="list-style-type: none"> <li>(3) Identifying any activities or issues affecting the overall mission and the command's PA objectives.</li> <li>(4) Identifying the information requirements and needs of the various audiences both internal and external by: <ul style="list-style-type: none"> <li>(a) Monitoring media and public opinion.</li> <li>(b) Evaluating the effectiveness of existing PA plans and operations.</li> <li>(c) Assessing the information needs of the various audiences.</li> </ul> </li> <li>(5) Assessing the news media presence in the area.</li> <li>(6) Prioritizing the potential strategic and operational issues confronting the command in the news media.</li> </ul> <p>3. Upon completion of the assessment, the Public Affairs Section, develops the PA plan/solutions to issues, by:</p> <ul style="list-style-type: none"> <li>a. Developing the PA running estimate which addresses: <p>Note: The Public Affairs Estimate contributes to the development of PAG and is used as a primary tool that guides commanders and leaders in the application of doctrine and policy during operations.</p> <ul style="list-style-type: none"> <li>(1) The overall mission and situation from the PA and IE perspective.</li> <li>(2) All PA factors impacting on, or impacted by, the mission.</li> <li>(3) Analysis of each Course of Action (COA) from the PA perspective.</li> <li>(4) Comparison of all COA from the PA perspective.</li> <li>(5) Recommendation on which COA can best be supported from a PA perspective.</li> </ul> </li> <li>b. Developing the PAG which: <ul style="list-style-type: none"> <li>(1) Provides mission specific guidance to support public discussion of the operation.</li> <li>(2) Addresses higher HQ PA policies.</li> <li>(3) Highlights issues of interest.</li> <li>(4) Describes the Army perspective on the operation.</li> <li>(5) Recommends appropriate PA themes.</li> <li>(6) Addresses the methods, timing and authority for releasing information to news media representatives.</li> </ul> </li> <li>c. Developing the PA annex to the operations plan/operations order, which addresses: <ul style="list-style-type: none"> <li>(1) Information strategies.</li> <li>(2) Media operations.</li> <li>(3) PA training for: <ul style="list-style-type: none"> <li>(a) PA soldiers.</li> <li>(b) Non-public affairs soldiers, civilian employees, and family members on media interaction.</li> </ul> </li> </ul> </li> </ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>(c) Subordinate commands to facilitate the media.</p> <p>(4) Community relations objectives aimed at:</p> <p>NOTE: In the sustaining base, management of community relations programs is primarily a function of PA. In overseas operational areas, community relations are a shared task with the G9 (civil affairs officers).</p> <ul style="list-style-type: none"> <li>(a) Increasing public awareness of the Army's mission, policies and programs.</li> <li>(b) Inspiring patriotism.</li> <li>(c) Fostering good relations with the various publics with which the Army comes into contact at home and abroad.</li> <li>(d) Maintaining the Army's reputation as a respected professional organization responsible for national security.</li> <li>(e) Supporting the Army's recruiting and personnel procurement mission.</li> </ul> <p>4. During preparation for operations, the Public Affairs Section, facilitates media operations by:</p> <ul style="list-style-type: none"> <li>a. Coordinating logistics and administrative support of civilian journalists under the unit's administrative control.</li> <li>b. Conducting liaison with media representatives to provide accreditation, mess, billets, transportation, and escorts as authorized and required.</li> <li>c. Developing and educating the command on policies and procedures for protecting against the release of information detrimental to the mission, national security, and personal privacy.</li> <li>d. Informing soldiers, family members, and Department of Defense civilians of their rights under the Privacy Act, operation security responsibilities, and roles as implied representatives of the command, when interacting with the news media.</li> <li>e. Advising the commander and the staff on Privacy Act and Freedom of Information Act matters.</li> <li>f. Coordinating with the Information Operations Section, Civil Military Affairs Section and other agencies to integrate and unify efforts to communicate the Army's perspective and to support the mission's tactical and operational objectives.</li> </ul> <p>5. During execution, the PA Section continuously monitors PA operations and the GIE by:</p> <ul style="list-style-type: none"> <li>a. Facilitating media efforts to cover operations by expediting the flow of complete, accurate, and timely information.</li> <li>b. Coordinating with the staff, to ensure disseminated information is not contradictory.</li> <li>c. Monitoring the support and attitude of key audiences, in particular international and national television news, for analysis and review of external media messages.</li> <li>d. Assessing the accuracy and perspective of reported information.</li> <li>e. Continuing to educate the key audiences about installation and Army strengths, weaknesses, and plans.</li> <li>f. Making adjustments to the PA operation as necessary.</li> </ul>		

TASK STEPS AND PERFORMANCE MEASURES		GO	NO-GO
REMARKS:			
RELATED AUTL (ART) TASKS:			
ART 7.4	Plan Operations Using the Military Decision-Making Process		
ART 7.3.2.1	Develop Staff Estimates		
ART 7.10	Conduct Public Affairs Operations		
ART 7.10.1	Develop information Strategies		
ART 7.10.2	Facilitate Media Operations		
ART 7.10.5	Implement higher HQ Public Affairs Themes		
ASSOCIATED JOINT (OP) TASKS:			
OP 5.8	Provide Public Affairs in the JOA		
(NOTE: Associated Joint (OP) Tasks are derived from JFCOM which lists 67 OP tasks as "Baseline Functional" and "Warfighting" tasks that a JTF should train for IAW JTF HQ Master Training Guide (MTG), CJCSM 3500.05A)			
“*” indicates a leader task step.			

## SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
71-8-2210	Perform Intelligence Preparation of the Battlefield (Battalion-Corps)
71-8-2300	Perform Intelligence, Surveillance, and Reconnaissance (Battalion-Corps)
71-8-5110	Plan Operations Using the Military Decision-Making Process (Battalion-Corps)

## Chapter 2

**TASK:** Conduct a Civil Military Operation (Battalion-Brigade) (07-6-4000)  
(FM 3-05.40) (JP 3-57) (FM 3-07.1)

(FM 3-05.401)

**CONDITIONS:** The brigade combat team (BCT) or battalion (BN) is conducting operations independently or as part of a higher headquarters. It receives an operation order (OPORD) or fragmentary order (FRAGO) to conduct civil-military operations (CMO) at a specified time and location that will require cooperation and coordination with civilian authorities. The BCT/BN commander's obligation to civil and military authority is defined. All necessary personnel and equipment are available. The BCT/BN communicates with required headquarters (HQ)/units at all echelons and connects digitally with the Army Battle Command Systems. The BCT/BN is provided guidance by the rules of engagement (ROE) and may also have mission instructions such as a peace mandate, terms of reference, and status-of-forces agreement (SOFA). Military, civilian, joint and multinational partners, and news media may be present in the operational environment (OE). Some iterations of this task should be performed during limited visibility. Some iterations of this task should be performed in mission-oriented protective posture (MOPP) 4.

**STANDARDS:** The BCT or BN conducts a civil-military operation in accordance with (IAW) the standing operating procedure (SOP), the order, and/or higher headquarters (HQ) commander's guidance. The BCT/BN identifies mission essential tasks and/or mission requirements. The BCT/BN analyzes the impact of the operation on the civilian populace and the impact of the civilian populace on the operation. The BCT/BN plans operations security (OPSEC). The BCT/BN establishes and maintains close and continuing relations with local civil authorities, U.S. government, and nongovernmental agencies in the area of operation (AO). The BCT/BN develops a dislocated civilian (DC) plan. Force protection measures are applied to all phases of the operation. The unit complies with the ROE, mission instructions, higher headquarters (HQ) order, and other special orders. All communication and reporting is IAW the applicable SOP.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>Plan</p> <ul style="list-style-type: none"><li>* 1. BCT/BN leaders gain and/or maintain situational understanding using available communications equipment, maps, intelligence summaries, situation reports (SITREPs), and other available information sources. Intelligence sources include human intelligence (HUMINT), signal intelligence (SIGINT), and imagery intelligence (IMINT), to include unmanned aircraft systems (UASs).</li><li>* 2. BCT/BN commander and staff receive an order or anticipate a new mission and begin the military decision-making process (MDMP). (Refer to Task 71-8-5110, Plan Operations Using the Military Decision-Making Process [Battalion-Corps].) They take the following actions:<ul style="list-style-type: none"><li>a. Identify mission essential tasks and/or mission requirements for mission accomplishment and Issued warning order (WARNO) to combat arms (CA) team.</li><li>b. Conduct a map reconnaissance.</li><li>c. Conduct intelligence preparation of the battlefield (IPB). (Refer to Task 71-8-2210, Perform Intelligence Preparation of the Battlefield [Battalion-Corps]), considering the factors of mission variables of mission, enemy, terrain, troops available, time, and civilian considerations (METT-TC), with focus on the civil considerations, evaluating the areas, structures, capabilities, organizations, people, and events (ASCOPE) of the civil terrain.</li><li>d. Employ reconnaissance assets early in the MDMP process.</li><li>e. Organize the unit to accomplish the mission, coordinates with higher HQ and requests further CA assets if needed.</li><li>f. Analyze the impact of the mission on the civilian populace.</li></ul></li></ul>		



TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> <li>g. Analyze the impact of the civilian populace on military operations.</li> <li>h. Provide staff assistance and guidance on command policy to subordinate units.</li> <li>i. Determine CA activities to assist in the accomplishment of the mission.</li> <li>j. Determine the location of critical environmental resources, assets, and facilities such as nuclear power plants, water, and/or sewage treatment facilities and oil refineries. Also determine:               <ul style="list-style-type: none"> <li>(1) Which resources might be afforded special protection?</li> <li>(2) Value of asset to the mission.</li> <li>(3) Effects on public health if the asset was destroyed.</li> <li>(4) Danger of significant regional or global contamination.</li> <li>(5) Potential post-conflict clean-up costs.</li> <li>(6) Economic viability of the area.</li> </ul> </li> <li>k. Identify cultural considerations within the operational area, to include religious, social, political, and economical elements.</li> <li>l. Determine location and site of joint commissions, local government and nongovernment meetings, and civilian gatherings that should be attended by unit representative.</li> <li>m. Plan OPSEC. Take the following actions:               <ul style="list-style-type: none"> <li>(1) Ensure leaders had proper clearances to review plans.</li> <li>(2) Plan redundancy of systems, capabilities and plans to execute the mission.</li> <li>(3) Develop procedures for decentralized operations. Ensure that subordinates understand the:                   <ul style="list-style-type: none"> <li>(a) Commander's intent two levels up.</li> <li>(b) ROE.</li> <li>(c) Maneuver plan.</li> </ul> </li> </ul> </li> <li>n. Develop force protection measures.</li> <li>o. Integrate and synchronize the warfighting functions based on the factors of METT-TC. Also plan:               <ul style="list-style-type: none"> <li>(1) Fires.</li> <li>(2) Engineer support (considerations for the scheme of engineer operations [SOEO]). Take the following actions:                   <ul style="list-style-type: none"> <li>(a) Ensure terrain visualization products from higher HQ are available and distributed.</li> <li>(b) Integrate obstacle intelligence (OBSTINTEL) requirements into the priority intelligence requirements (PIR) and reconnaissance plan.</li> <li>(c) Ensure confirmed OBSTINTEL receives immediate unit-wide dissemination, including supporting maneuver and sustainment units.</li> <li>(d) Identify required mobility, counter mobility, and survivability tasks throughout the depth of AO.</li> <li>(e) Plan adequate mission command to rapidly shift priority of effort and support in order to reinforce success or respond to a changing situation.</li> </ul> </li> <li>(3) Plan chemical, biological, radiological and nuclear (CBRN) support.</li> <li>(4) Plan air defense (AD) support (if that support has been provided by higher HQ).</li> <li>(5) Plan sustainment. Take the following actions:                   <ul style="list-style-type: none"> <li>(a) Integrate the movement and positioning of sustainment assets with the scheme of maneuver to ensure immediate support of anticipated requirements.</li> </ul> </li> </ul> </li> </ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> <li>(b) Ensure adequate sustainment to the reconnaissance effort. (Timely resupply and evacuation of forward reconnaissance assets is planned and integrated into the reconnaissance plan.)</li> <li>(c) Plan immediate support to high-risk operations if any is identified.</li> <li>(d) Plan and coordinate casualty evacuation.</li> <li>(e) Integrate refueling and resupply operations with the scheme of maneuver.</li> <li>(f) Establish drop points for movement of key sustainment assets.</li> <li>(g) Plan on-order control measures, logistics release points (LRPs), unit maintenance collection points (UMCPs), and ambulance exchange points (if applicable).</li> <li>(h) Determine host nation and or area resources available for the mission.</li> <li>(i) Organize resources IAW the classes of supply.</li> <li>p. Develop a DC plan to minimize civilian interference with military operations and to provide care for DCs. Take the following actions: <ul style="list-style-type: none"> <li>(1) Estimate the number of DCs, their points of origin, and anticipated direction of movement.</li> <li>(2) Identify requirements for care of civilians (medical, food, and water).</li> <li>(3) Assess the ability of foreign nation and or host nation to solve DC situation.</li> <li>(4) Identify need for additional CA assets.</li> <li>(5) Coordinates with the logistics officer (S-4) for DC routes.</li> <li>(6) Coordinate for military police (MP) support along DC routes within the AO.</li> <li>(7) Coordinate requirement for military intelligence (MI) screening and integration support.</li> <li>(8) Design a plan with control measures. It should establish: <ul style="list-style-type: none"> <li>(a) Collection points and assembly areas.</li> <li>(b) Routes away from main supply routes.</li> <li>(c) Food, water, and medical needs of DCs.</li> <li>(d) Maximum foreign nation, host nation, nongovernmental organization (NGO), and or private voluntary organization (PVO) support.</li> </ul> </li> <li>(9) Disseminate DC plan and route overlays to U.S. and allied military, and to the local government and populace.</li> <li>(10) Monitor process to completion.</li> </ul> </li> <li>q. Conduct composite risk management. (Refer to Task 71-8-5145, Conduct Composite Risk Management [Battalion-Corps].)</li> </ul> <p>3. CA officer and team prepare the CA annex and portions of the operation plan (OPLAN) for the unit. They take the following actions:</p> <ul style="list-style-type: none"> <li>a. Assign aspects of the preparation to CA section providing guidance, editing, and validation of the end product.</li> <li>b. Issue and/or write plans IAW courses of action (COAs) selected by the unit commander and the planning guidance issued.</li> <li>c. Include primary, alternate, contingency plans (CONPLAN), and emergency plans based on task criticality.</li> <li>d. Include in appropriate CONPLANs anticipated changes to the CMOs mission.</li> <li>e. Present the complete plan to the unit commander for review as part of the OPORD and/or OPLAN.</li> </ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>* 4. CA team and/or staff judge advocate (SJA) advise the commander of legal obligations and moral considerations, to include civilian casualty figures, property destruction, and infrastructure dislocation.</p> <p>* 5. BCT/BN commander and staff conduct confirmation briefings with subordinates immediately after the OPORD is issued to ensure subordinates understand the commander's intent and concept.</p> <p>Prepare</p> <p>6. BCT/BN prepares for the mission. They take the following actions:</p> <ul style="list-style-type: none"> <li>a. Establish liaison with local officials. They take the following actions: <ul style="list-style-type: none"> <li>(1) Coordinate for linguist support.</li> <li>(2) Identify local officials.</li> <li>(3) Contact local officials.</li> </ul> </li> <li>b. Establish and maintain close and continuing relations with other U.S. government agencies, with a responsibility toward the civilian community in the AO. They take the following actions: <ul style="list-style-type: none"> <li>(1) Secure list of agencies operating in AO.</li> <li>(2) Identify contact persons within the agencies.</li> <li>(3) Determine mission and area of responsibility (AOR) of agencies.</li> <li>(4) Establish contact with agencies.</li> </ul> </li> <li>c. Refine the plan based on continuously updated intelligence.</li> <li>d. Conduct extensive reconnaissance and surveillance (R&amp;S).</li> <li>e. Conduct precombat checks as necessary.</li> <li>f. Supervise subordinate troop-leading procedures to ensure planning and preparations were on track and consistent with the unit commander's intent.</li> <li>g. Conduct rehearsals during day and limited visibility if possible.</li> <li>h. Establish medical civic action programs (MEDCAPs) to provide health care to noncombatants, incorporating U.S. doctors and local host nation medical personnel.</li> <li>i. Brief subordinates on the danger of unmapped mine fields or unexploded ordnance in the AO.</li> <li>j. Position forces.</li> <li>k. Complete host-nation resource estimate.</li> </ul> <p>Execute</p> <p>7. BN/BCT executes the CMO. They take the following actions:</p> <ul style="list-style-type: none"> <li>a. Conduct CA activities within offense, defense, stability, and civil support operations as directed.</li> <li>b. Concentrate engineers on both battle-damage repair and the upgrading of utilities to improve local infrastructure.</li> <li>c. Maintain an information field. They take the following actions: <ul style="list-style-type: none"> <li>(1) Maintain area assessment and study and resource file database input from the CA team.</li> <li>(2) Maintain copies and working knowledge of existing treaties, SOFA, and international law and agreements applicable to the AO.</li> <li>(3) Request information necessary to satisfy the priority intelligence requirements (PIR) from applicable sources, to include foreign nation information.</li> </ul> </li> </ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>(4) Route intelligence information requests through the unit intelligence officer (S-2).</p> <p>(5) Identify information received that satisfied PIR.</p> <p>(6) Modify previously developed estimates and plans IAW the latest information available.</p> <p>(7) Notify CA team leader of modified estimates and plans.</p> <p>(8) Notify other concerned staff sections of information that satisfied intelligence requirements (IR).</p> <p>(9) Update, in conjunction with the unit S-2, the commander's PIR list IAW the latest information available and requirements for additional commander's critical information requirements (CCIR) that arose from modified estimate and-plans.</p> <p>d. Maintain liaison with local civil authorities and NGOs. Take the following actions:</p> <p>(1) Make face-to-face contact with key officials.</p> <p>(2) Determine degree of support and trust of officials.</p> <p>8. BCT/BN public affairs office (PAO) and or personnel officer (S-1) supervises media support, control, and briefing.</p> <p>Assess</p> <p>9. BCT/BN leaders assess the operation. They take the following actions:</p> <p>a. Monitor continuously the situation and the progress of the operation.</p> <p>b. Direct adjustments to ensure that operations remain aligned with the commander's intent.</p> <p>10. BCT/BN continues operations as directed.</p> <p>“*” indicates a leader task step.</p>		

### SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
07-6-5037	Conduct Consolidation (Battalion-Brigade)
07-6-5082	Conduct Reorganization (Battalion-Brigade)
41-6-1503	Synchronize Civil-Military Operations Efforts
41-6-1505	Coordinate Civil Support Operations
71-8-2210	Perform Intelligence Preparation of the Battlefield (Battalion-Corps)
71-8-2300	Perform Intelligence, Surveillance, and Reconnaissance (Battalion-Corps)
71-8-5110	Plan Operations Using the Military Decision-Making Process (Battalion-Corps)
71-8-5111	Conduct the Military Decision-Making Process (Battalion-Corps)
71-8-5121	Establish Coordination and Liaison (Battalion-Corps)
71-8-5145	Conduct Composite Risk Management (Battalion-Corps)
71-8-5410	Provide Interface or Liaison Among Military and Civilian Organizations (Battalion-Corps)

**TASK:** Secure Civilians During Operations (Battalion-Brigade) (07-6-6073)  
(FM 3-21.20)

(FM 3-90.6)

(FM 3-19.4)

**CONDITIONS:** The brigade combat team (BCT) or battalion (BN) is conducting operations independently or as part of a higher headquarters (HQ) and receives an operation order (OPORD) or fragmentary order (FRAGO) to secure civilians and protect them from injuries that could occur during BCT/BN decisive action. The civilians may be refugees and some may be inhabitants of the area in which the BCT/BN is operating. Some civilians may be openly hostile toward friendly forces. The BCT/BN has communications with higher, adjacent, subordinate, and supporting elements. The BCT/BN receives guidance on the rules of engagement (ROE) and may also have mission instructions such as a peace mandate, terms of reference, and status-of-forces agreement (SOFA). Military, civilian, joint, and multinational partners and news media may be present in the operational environment (OE).

**STANDARDS:** BCT/BN secures civilians during operations in accordance with (IAW) standing operating procedures (SOP), the order, and/or higher headquarters (HQ) commander's guidance. The BCT/BN identifies and segregates combatants and non-combatants, searches them, safeguards them, and moves them out of the immediate area of operation (AO). The BCT/BN complies with ROE.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>Plan</p> <ul style="list-style-type: none"> <li>* 1. BCT/BN leaders gain and / or maintain situational understanding (SU) using available communications equipment, maps, intelligence summaries, situation reports (SITREPs), and other available information sources. Intelligence sources include human intelligence (HUMINT), signal intelligence (SIGINT), and imagery intelligence (IMINT) to include unmanned aircraft systems (UAS).</li> <li>* 2. BCT/BN commander and staff receive an order or anticipate a new mission and begin the military decision-making process (MDMP) for securing the civilians. (Refer to Task 71-8-5110, Plan Operations Using the Military Decision-Making Process [Battalion–Corps] for further details.) They take the following actions: <ul style="list-style-type: none"> <li>a. Conduct a map reconnaissance if not familiar with the AO.</li> <li>b. Organize the unit to accomplish the mission. (Refer to Task 71-8-5123, Task Organize for Operations [Battalion–Corps], for further details.)</li> <li>c. Conducts intelligence preparation of the battlefield (IPB). (Refer to Task 71-8-2210, Perform Intelligence Preparation of the Battlefield [Battalion–Corps], for further details.)</li> <li>d. Request interpreters to help interface with the local populace if necessary.</li> <li>e. Develop control measures for expected or unexpected situations.</li> <li>f. Designate an intermediate collection point to assist with large numbers of civilians.</li> <li>g. Integrate and synchronize warfighting functions based on the mission variables of mission, enemy, terrain and weather, troops and support available, time available, and civil considerations (METT-TC). Emphasizes civil considerations of areas, structures, capabilities, organizations, people, and events (ASCOPE).</li> <li>h. Select and designate methods of communications. <ul style="list-style-type: none"> <li>i. Plan casualty evacuation.</li> <li>j. Develop a media plan.</li> </ul> </li> <li>k. Conduct composite risk management. (Refer to Task 71-8-5145, Conduct Composite Risk Management [Battalion–Corps].)</li> </ul> </li> </ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>3. BCT/BN commander and staff conducts confirmation briefings with subordinates immediately after OPORD is issued to ensure subordinates understand commander's intent and concept.</p> <p>Prepare</p> <p>4. BCT/BN prepare for the mission by taking the following actions:</p> <ul style="list-style-type: none"> <li>a. Refine the plan based on continuously updated intelligence.</li> <li>b. Conduct extensive reconnaissance IAW the commander's intent.</li> <li>c. Conduct precombat checks IAW the commander's intent.</li> <li>d. Supervise subordinate unit MDMP/subordinate troop-leading procedures to ensure planning and preparations are on track and consistent with the unit commander's intent.</li> <li>e. Conduct rehearsals if possible.</li> <li>f. Position forces IAW the plan.</li> </ul> <p>Execute</p> <p>5. BCT/BN executes the mission by taking the following actions:</p> <ul style="list-style-type: none"> <li>a. Establishes and maintains 360 degree and three-dimensional security in the AO in which civilians have gathered.</li> <li>b. Searches civilians and keeps identification papers with civilians under all circumstances, regardless of status.</li> <li>c. Segregates civilians identified as being combatants or suspected war criminals and treats them like enemy prisoners of war (EPWs).</li> <li>d. Restrains and detains noncombatants who do not follow instructions by taking the following actions: <ul style="list-style-type: none"> <li>(1) Safeguards noncombatants and provides humane but firm treatment at all times.</li> <li>(2) Moves noncombatants away from fire fights and the immediate combat area.</li> </ul> </li> <li>e. Provides food, water, and medical attention based upon the medical ROE for civilian medical treatment.</li> <li>f. Assigns guards to escort civilians out of the immediate AO to a processing and reception station or to an intermediate collection point.</li> <li>g. Reports this situation and status in a timely manner to higher HQ.</li> <li>h. Gives proper consideration to the situation of the press and local officials following ROE guidance as to whether the local civilians and officials are to be considered friendly, hostile, or uncertain.</li> </ul> <p>6. BCT/BN intelligence section processes combatants and or suspected war criminals as EPWs, IAW the OPORD, FRAGO, SOP, or other guidance. They take the following actions:</p> <ul style="list-style-type: none"> <li>a. Process captured documents.</li> <li>b. Process captured material and equipment.</li> <li>c. Coordinate with the unit logistics officer to evacuate captured material, equipment, and EPWs.</li> <li>d. Identify and report time sensitive information to higher HQ immediately using a spot report (SPOTREP) with at least an IMMEDIATE precedence.</li> </ul> <p>Assess</p> <p>* 7. BCT/BN leaders assess the operation by taking the following actions:</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> <li>a. Continuously monitor the situation and the progress of the operation.</li> <li>b. Ensure civilians are treated with respect.</li> <li>c. Enforce ROE.</li> <li>d. Ensure elements understand procedures for dealing with news media.</li> <li>e. Use FRAGOs and graphic control measures as necessary to ensure that operations remain aligned with the commander's intent.</li> </ul> <p>8. BCT/BN consolidates as necessary. (Refer to Task 07-6-5037, Conduct Consolidation [Battalion–Brigade].)</p> <p>9. BCT/BN reorganizes as necessary. (Refer to Task 07-6-5082, Conduct Reorganization [Battalion–Brigade].)</p> <p>10. BCT/BN continues operations as directed.</p> <p>“*” indicates a leader task step.</p>		

## SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
07-3-9022	Conduct a Security Patrol
07-6-5037	Conduct Consolidation (Battalion-Brigade)
07-6-5082	Conduct Reorganization (Battalion-Brigade)
19-3-3107	Process Detainee(s) at Point of Capture (POC)
71-8-2210	Perform Intelligence Preparation of the Battlefield (Battalion-Corps)
71-8-5110	Plan Operations Using the Military Decision-Making Process (Battalion-Corps)
71-8-5123	Task Organize for Operations (Battalion-Corps)
71-8-5145	Conduct Composite Risk Management (Battalion-Corps)

## Chapter 2

**TASK:** Conduct Operational Decontamination (03-2-9224)  
(FM 3-11.5) (FM 3-11)

**CONDITIONS:** The element is operating in a contaminated environment. Performance degradation from mission-oriented protective posture 4 (MOPP4) is increasing and protective gear is in danger of contamination. The time and tactical situation permit the element to conduct operational decontamination. Replacement protective gear is available for each Soldier. For a nonsupported decontamination, decontamination equipment and supplies are available and operational. For a supported decontamination, an operational decontamination unit is available and is tasked to provide decontamination support. This task is always performed in MOPP4.

**STANDARDS:** The element decontaminates individual gear and conducts MOPP gear exchange (using the buddy team, triple team or individual (Emergency) method) without sustaining additional casualties from chemical, biological, radiological, and nuclear (CBRN) contamination. The element limits the contamination transfer hazard by removing gross chemical contamination from equipment. The element reduces radiological contamination to negligible risk levels according to the element's tactical standing operating procedure (TSOP) and field manual guidance and/or reduces chemical and biological (CB) contamination to accelerate the weathering process and eventually provide temporary relief from MOPP4.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"><li>* 1. Element leader determines the extent of the contamination and establishes the priorities for decontamination.<ul style="list-style-type: none"><li>a. Receives input from subordinate leaders and staff.</li><li>b. Directs decontamination priorities.</li></ul></li><li>2. Element submits a request for decontamination to higher headquarters. The request should include, as a minimum, the following: <b>NOTE: Decontamination operations should be done between one and six hours after becoming contaminated.</b><ul style="list-style-type: none"><li>a. The designation of the contaminated element.</li><li>b. The location of the contaminated element.</li><li>c. The frequency and call sign of the contaminated element.</li><li>d. The time that the element became contaminated.</li><li>e. The number of personnel requiring a MOPP gear exchange.</li><li>f. The number of vehicles and equipment (by type) that are contaminated.</li><li>g. The type of contamination.</li><li>h. Special requirements (such as a patient decontamination station, recovery assets, and an element decontamination team).</li></ul></li><li>3. Element coordinates with higher HQ.<ul style="list-style-type: none"><li>a. Obtains permission to conduct decontamination.</li><li>b. Obtains the necessary support to conduct decontamination.</li><li>c. Selects the link up point to meet supporting units (a company supply section, a company or battalion power-driven decontamination equipment [PDDE] crew, or a decontamination squad or platoon).</li><li>d. Coordinates with supporting elements.</li><li>e. Requests replacement MOPP gear.</li><li>f. Coordinates with supporting units to determine if they need to exchange MOPP gear also.</li></ul></li><li>* 4. Element leader and CBRN specialists select a site to conduct the operation and ensure that the selected site provides—</li></ul>		



TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> <li>a. Adequate overhead concealment.</li> <li>b. Good drainage.</li> <li>c. Easy access and exit routes (off the main routes).</li> <li>d. Close proximity to a water source large enough to support vehicle wash-down (plan for 100 gallons per vehicle).</li> <li>e. A large enough area to accommodate the elements involved in operational decontamination (110 square meters for both the vehicle wash-down site and the MOPP gear exchange site).</li> </ul> <p>5. Element coordinates for operational decontamination support (a company or battalion PDDE crew or a decontamination unit).</p> <ul style="list-style-type: none"> <li>a. Notifies higher HQ of the site selected for the operational decontamination.</li> <li>b. Establishes communications with the decontamination unit.</li> <li>c. Ensures that the decontamination unit knows the link up locations and the selected decontamination site.</li> </ul> <p>6. Element and supporting units move to the decontamination site.</p> <ul style="list-style-type: none"> <li>a. Meets at the link up point as coordinated.</li> <li>b. Provides security at the link up point and the decontamination site.</li> </ul> <p>7. Element prepares for operational decontamination.</p> <ul style="list-style-type: none"> <li>a. Sets up the decontamination site. <ul style="list-style-type: none"> <li>(1) The supporting decontamination unit crew sets up a vehicle wash-down site.</li> <li>(2) The contaminated element sets up a MOPP gear exchange site no less than 50 meters upwind from the vehicle wash-down at a 45 degree angle.</li> <li>(3) The remainder of the element prepares its equipment for decontamination.</li> </ul> </li> <li>b. Conducts preparatory actions in the predecontamination marshalling area. <ul style="list-style-type: none"> <li>(1) Vehicle crews (except operators) dismount unless they have an operational overpressure system and an uncontaminated interior.</li> <li>(2) Dismounted crews remove mud and camouflage from vehicles.</li> </ul> </li> </ul> <p><b>Note:</b> The contaminated element provides personnel to do this when crews do not dismount.</p> <ul style="list-style-type: none"> <li>(3) Separated vehicles and dismounted crews. <ul style="list-style-type: none"> <li>(a) Ensures that vehicle operators are briefed (include the use of overhead cover and concealment and proper intervals).</li> <li>(b) Ensures that vehicles are buttoned up (all doors, hatches, and other openings closed or covered to include muzzles).</li> </ul> </li> <li>(4) Moves vehicles (with operators) to the vehicle wash-down site.</li> <li>(5) Moves dismounted crews and all other Soldiers in the contaminated element to the MOPP gear exchange site.</li> </ul> <p>* 8. Noncommissioned officer in charge (NCOIC) of the decontamination unit supervises the operation of the vehicle wash-down site. He ensures that—</p> <ul style="list-style-type: none"> <li>a. Vehicle operators maintain proper intervals between vehicles while processing through the wash-down station.</li> <li>b. Decontamination crew washes vehicles properly. <ul style="list-style-type: none"> <li>(1) Starts at the top and work down.</li> <li>(2) Sprays hot, soapy water for 2 to 4 minutes per vehicle.</li> <li>(3) Wears a Toxicological Agent-Protective (TAP) or wet-weather gear over MOPP gear.</li> <li>(4) Monitors water consumption.</li> </ul> </li> </ul>		

## Chapter 2

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> <li>c. Operators move to the MOPP gear exchange after vehicle has been washed down.</li> <li>d. Operators move to the assembly area.</li> </ul> <p>9. Contaminated element conducts MOPP gear exchange.</p> <ul style="list-style-type: none"> <li>a. Prepares the equipment decontamination station with super tropical bleach (STB) dry mix.</li> <li>b. Briefs MOPP gear exchange participants on the procedures to be followed.</li> <li>c. Places the decontaminated individual equipment on a clean surface (such as plastic, a poncho, or similar material).</li> <li>d. Exchanges MOPP gear using the buddy team, triple team or individual (Emergency) method.</li> </ul> <p><b>Note:</b> The individual emergency method is used only when a person does not have a buddy to help and the risks of MOPP failure demands that an MOPP exchange occur.</p> <ul style="list-style-type: none"> <li>e. Moves to the assembly area after they complete the MOPP gear exchange.</li> </ul> <p>10. Supporting elements process through the MOPP gear exchange site.</p> <p>11. Supporting decontamination element cleans and marks the site and reports the area of contamination using a nuclear, biological, chemical NBC 5 report to higher HQ.</p> <p>*12. Element leader accounts for all personnel and equipment after completing the operational decontamination.</p> <p>*13. Element leader reports to higher HQ.</p> <ul style="list-style-type: none"> <li>a. Reports the completion of decontamination and the location of the vehicle wash-down and MOPP gear exchange decontamination sites.</li> <li>b. Requests permission to perform unmasking procedures if no hazards are detected through testing.</li> <li>c. Determines the adequacy of the decontamination and adjusts the MOPP level as required (after obtaining approval from higher HQ).</li> </ul> <p>14. Element continues its mission.</p> <p>“*” indicates a leader task step.</p>		

### SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
03-2-9201	Implement CBRN Protective Measures
03-2-9203	React to Chemical or Biological (CB) Attack

## Appendix A

# Combined Arms Battalion Unit Task List

The UTL shown in Table A-1 is an example of the collective tasks that the CAB is organized, manned, and equipped to conduct IAW their TOE. The commander can use this list as the foundation to aid in identifying which tasks to train during the development of his METL. The commander may accept risk and not train the entire UTL. The task numbers and task titles are listed under each of the six warfighting functions. For the most up-to-date listing of the UTL, see DTMS.

**Table A-1. Example CAB UTL**

<b>Mission Command</b>	
<b>Task #</b>	<b>Task Title</b>
01-6-0306	Coordinate Army Aviation Support
05-2-3092	Prepare for a Suspected Vehicle-Borne Improvised Explosive Device (VBIED)/Person-Borne IED (PBIED) Attack Against A Static Position
05-6-1006	Plan for Counter-IED (C-IED) Operations (UNCLASSIFIED/FOR OFFICIAL USE ONLY [U//FOUO])
06-1-1055	Conduct Rehearsals (CO/TRP FIST)
06-6-1118	Conduct Fire Support Planning Using MDMP
06-6-2024	Support RSTA with Fires and Fire Support Analysis
06-6-5070	Provide IO Input to the Targeting Process
06-6-5073	Adjust Information Operations (IO) Execution
07-1-5171	Integrate Snipers into Operations (Battalion-Brigade)
07-2-5063	Conduct Composite Risk Management (Platoon-Company)
07-2-5081	Conduct Troop-leading Procedures (Platoon-Company)
19-1-2007	Coordinate Convoy Security Operations
55-2-4002	Prepare Unit for Tactical Convoy
63-6-2036	Develop the Operational Area Security Plan
63-7-2916	Plan Base Defenses
71-8-5110	Plan Operations Using the Military Decision-Making Process (Battalion-Corps)
71-8-5111	Conduct the Military Decision-Making Process (Battalion-Corps)
71-8-5131	Execute Tactical Operations (Battalion-Corps)
71-8-5142	Evaluate Situation or Operation (Battalion-Corps)
71-8-5145	Conduct Composite Risk Management (Battalion-Corps)
71-8-5200	Conduct Command Post Operations (Battalion-Corps)
71-8-5334	Plan Public Affairs Operations (Battalion-Corps)
71-8-6111	Plan Operations Security (Battalion-Corps)
71-8-6230	Plan Personnel Recovery Operations (Battalion-Corps)
71-8-6321	Coordinate Defensive Information Operations (Battalion-Corps)
<b>Movement and Maneuver</b>	
01-2-7901	Execute Unmanned Aircraft System (UAS) Company Level Functions
07-2-1256	Conduct an Attack by Fire (Platoon-Company)
07-2-1324	Conduct Area Security (Platoon-Company)

Table A-1. Example CAB UTL (continued)

<b>Mission Command</b>	
<b>Task #</b>	<b>Task Title</b>
07-2-1342	Conduct Tactical Movement (Platoon-Company)
07-2-3000	Conduct Support by Fire (Platoon-Company)
07-2-3018	Employ Snipers (Platoon-Company)
07-2-4054	Secure Civilians During Operations (Platoon-Company)
07-2-9001	Conduct an Attack (Platoon-Company)
07-2-9003	Conduct a Defense (Platoon-Company)
07-2-9005	Conduct a Linkup (Platoon-Company)
07-2-9006	Conduct a Passage of Lines as a Passing Unit (Platoon-Company)
07-2-9007	Conduct a Passage of Lines as a Stationary Unit (Platoon-Company)
07-2-9014	Occupy an Assembly Area (Platoon-Company)
07-3-9013	Conduct Action on Contact
07-3-9016	Establish an Observation Post
07-3-9018	Enter and Clear a Building (Section-Platoon)
07-3-9020	Establish a Patrol Base
07-3-9022	Conduct a Security Patrol
07-5-1001	Conduct Surveillance (LRS Team)
07-5-1004	Assess Damage (LRS)
07-5-1111	Establish Surveillance Site (LRS)
07-5-1201	Acquire a Target (LRS)
07-6-1028	Conduct a Defense (Battalion-Brigade)
07-6-1036	Conduct a Delay (Battalion-Brigade)
07-6-1072	Conduct a Movement to Contact (Battalion-Brigade)
07-6-1081	Conduct a Passage of Lines as a Passing Unit (Battalion-Brigade)
07-6-1082	Conduct a Passage of Lines as a Stationary Unit (Battalion-Brigade)
07-6-1091	Conduct a Gap Crossing (Battalion-Brigade)
07-6-1092	Conduct an Attack (Battalion-Brigade)
07-6-1107	Conduct a Relief in Place (Battalion-Brigade)
07-6-1144	Conduct a Withdrawal (Battalion-Brigade)
07-6-1181	Conduct an Attack in an Urban Area (Battalion-Brigade)
07-6-1252	Conduct a Combined Arms Breach of an Obstacle (Battalion-Brigade)
07-6-4000	Conduct a Civil Military Operation (Battalion-Brigade)
07-6-6073	Secure Civilians During Operations (Battalion-Brigade)
17-2-2625	Displace to Subsequent Screen (Platoon-Company)
17-2-4010	Conduct Zone Reconnaissance
17-2-9225	Conduct a Screen (Platoon-Company)
17-2-9400	Conduct Tactical Site Exploitation (Platoon-Company)
17-3-3809	Conduct Battle Handover
17-3-4012	Reconnoiter an Obstacle/Restriction
17-5-5405	Engage Targets With the TOW on a Cavalry Fighting Vehicle (CFV)
17-5-5424	Engage Targets With the 25-mm Gun on a Cavalry Fighting Vehicle (CFV)
17-5-5585	Engage Multiple Machine Gun Targets on an M1-Series Tank
17-5-5590	Conduct Main Gun Misfire Procedures on an M1-Series Tank
17-5-5622	Engage Targets with the Main Gun from an M1-Series Tank
17-5-5692	Boresight an M1A1 Tank With a Muzzle Boresight Device (MBD)
17-5-5695	Boresight an M1A2 Sep Tank With a Muzzle Boresight Device
17-5-5969	Engage Multiple Machine Gun Targets from a Vehicle

Table A-1. Example CAB UTL (continued)

<b>Mission Command</b>	
<b>Task #</b>	<b>Task Title</b>
17-6-1007	Conduct ISR Synchronization and Integration (Battalion-Brigade)
17-6-3809	Conduct Battle Handover (Battalion-Brigade)
17-6-9222	Conduct a Guard (Battalion-Brigade)
19-3-2007	Conduct Convoy Security Operations
19-3-2202	Provide Military Police Response to Base/Base Cluster
19-3-2203	Conduct Command Post (CP) Security
19-3-2406	Conduct Roadblock and Checkpoint
55-2-4003	Conduct Tactical Convoy
55-2-4006	Defend Convoy Elements
63-2-4008	Perform Quartering Party Activities
17-6-9225	Conduct a Screen (Battalion-Brigade)
17-1-4025	Conduct a Reconnaissance Handover
07-6-1272	Conduct Area Security (Battalion-Brigade)
07-6-6082	Conduct Mobility, Countermobility, and/or Survivability (Battalion-Brigade)
17-6-9406	Conduct Lines Of Communication Security (Battalion-Brigade)
07-6-5037	Conduct Consolidation (Battalion-Brigade)
07-6-5082	Conduct Reorganization (Battalion-Brigade)
07-6-1234	Establish a Base of Operations (Battalion-Brigade)
<b>Intelligence</b>	
71-8-2300	Perform Intelligence, Surveillance, and Reconnaissance (Battalion-Corps)
71-8-2321	Develop the Intelligence, Surveillance, and Reconnaissance Plan (Brigade-Corps)
71-8-2210	Perform Intelligence Preparation of the Battlefield (Battalion-Corps)
71-8-2410	Provide Intelligence Support to Targeting (Battalion-Corps)
11-1-6540	Conduct Information Assurance (IA)
11-4-8140	Establish the Warfighter Information Network (WIN) (S6)
11-6-8005	Establish a Combat Network Radio Voice/Data Network
<b>Fires</b>	
01-6-0436	Coordinate Air-Ground Integration When Providing Close Combat Attack (CCA) Support
07-3-1297	Defend a Mortar Unit Against a Ground Attack (Section-Platoon)
07-3-1306	Displace a Mortar Unit by Echelon (Section-Platoon)
07-3-1351	Occupy a Mortar Firing Position (Section-Platoon)
07-3-1360	Operate a Mortar Platoon by Split Sections and Squads (Section-Platoon)
07-3-2045	Reconnoiter a Mortar Firing Position (Section-Platoon)
07-3-3000	Adjust Mortar Final Protective Fire (Section-Platoon)
07-3-3018	Fire Mortars by Direct Alignment (Section-Platoon)
07-3-3027	Fire a Mortar Final Protective Fire Mission (Section-Platoon)
07-3-3036	Adjust Mortar Fire during a Hipshoot Mission (Section-Platoon)
07-3-3045	Fire Immediate Suppression during a Hipshoot Mission (Section-Platoon)
07-3-3054	Fire a Mortar Adjust Fire Mission (Section-Platoon)
07-3-3063	Fire a Mortar Coordinated Illumination Mission (Section-Platoon)
07-3-3072	Fire a Mortar Fire for Effect Mission (Section-Platoon)
07-3-3081	Fire a Mortar Illumination Mission (Section-Platoon)
07-3-3090	Fire a Mortar Smoke Mission (Section-Platoon)
07-3-3099	Fire a Mortar Priority Target Mission (Section-Platoon)
07-3-3108	Fire a Mortar Quick Smoke Mission (Section-Platoon)

Table A-1. Example CAB UTL (continued)

<b>Mission Command</b>	
<b>Task #</b>	<b>Task Title</b>
07-3-3117	Conduct Simultaneous Mortar Fire Missions (Section-Platoon)
07-3-3126	Fire a Time On Target Mortar Fire Mission (Section-Platoon)
07-3-3135	Register and Adjust a Parallel Mortar Sheaf (Section-Platoon)
07-3-5072	Operate a Mortar Fire Direction Center (Section-Platoon)
07-3-5090	Process a Mortar Call for Fire Mission (Section-Platoon)
17-6-3004	Employ Fires (Battalion-Brigade)
06-1-1095	Transfer Fire Support Operations to an Alternate BN/CAB Fires Cell
06-1-1097	Conduct Rehearsals (BN Fires Cell)
06-1-5002	Execute Fires
06-1-5076	Synchronize Fires
06-5-5046	Conduct FIST/COLT Fire Missions
06-5-5047	Employ Non-Field Artillery Fire Support Assets
06-5-5048	Process the FIST Fire Plan
06-5-5049	Establish a Fire Support Team Observation Post
06-5-5080	Plan Fires in Support of Maneuver Operations
06-5-5082	Establish Fire Support Operations
06-6-1035	Implement the Fire Support Plan
06-6-1079	Conduct Battle Tracking
17-1-0406	Conduct Negotiations
71-8-3300	Implement the Targeting Process (Brigade-Corps)
<b>Sustainment</b>	
71-8-4100	Provide Logistics Support (Battalion-Corps)
63-1-4032	Coordinate LOGPAC Operations
07-2-5027	Conduct Consolidation and Reorganization (Platoon-Company)
08-1-1800	Plan Health Service Support (HSS) Operations
08-2-0001	Conduct Battlefield Stress Reduction and Prevention Procedures
08-2-0002	Perform Field Sanitation Functions
08-2-0004	Evacuate Casualties
08-2-0232	Treat Chemical, Biological, Radiological, and Nuclear (CBRN) Contaminated Casualties
08-2-0313	Provide Emergency Medical Treatment-Medical Units
08-2-0319	Provide Ground Ambulance Evacuation Support
08-3-0220	Establish Operational Areas
10-2-4514	Receive Resupply by Airdrop
10-2-4516	Receive External Sling Load Resupply
12-6-0003	Provide Morale, Welfare, and Recreation (MWR) Support
12-6-0004	Prepare Personnel for Deployment
12-6-0005	Conduct Casualty Operations
12-6-0006	Conduct Personnel Accounting and Strength Reporting (PASR)
12-6-0007	Perform Essential Personnel Services
12-6-0008	Conduct Unit Mail Services
12-6-0009	Process Replacements
12-6-0010	Prepare Personnel for Redeployment
12-6-0012	Conduct Personnel Readiness Operations
17-5-5000	Fuel a Tactical Vehicle
17-5-5160	Recover a Tracked Vehicle (Self-Recovery)

Table A-1. Example CAB UTL (continued)

<b>Mission Command</b>	
<b>Task #</b>	<b>Task Title</b>
17-5-5180	Tow a Cavalry Fighting Vehicle (CFV)
17-5-5285	Extinguish Fires on a Cavalry Fighting Vehicle (CFV), Command Vehicle (CV) or Reconnaissance Vehicle (RV)
17-5-5305	Conduct Crew Maintenance on the 25 Mm Gun on a Cavalry Fighting Vehicle (CFV)
17-5-5307	Boresight a Cavalry Fighting Vehicle (CFV)
17-5-5963	Start a High Mobility Multipurpose Wheeled Vehicle (HMMWV) using Slave Cables
19-1-6010	Manage Unit Maintenance Operations
19-3-1301	Conduct Dislocated Civilian (DC) Control
34-6-2038	Process Captured Enemy Documents and Material
43-2-0001	Perform Vehicle Recovery
43-2-0002	Perform Battlefield Damage Assessment and Repair (BDAR)
43-2-0030	Perform Service Operations
43-2-4564	Conduct Unit-Level Maintenance Operations
43-2-4575	Conduct Preventive Maintenance Checks and Services
55-2-4008	Defend Train
55-2-4808	Conduct Nontactical Convoy (Deployment/Redeployment)
55-2-4810	Perform Aerial Port of Embarkation Activities for Deployment
55-2-4811	Perform Aerial Port of Debarkation Activities for Deployment
63-2-4806	Prepare Equipment for Deployment
63-2-4809	Perform Sea Port of Embarkation Activities for Deployment
63-2-4818	Prepare Equipment for Redeployment
63-2-4820	Perform Aerial Port of Embarkation Activities for Redeployment
63-2-4829	Conduct Unit Redeployment
63-6-4861	Perform Deployment Advance Party Activities
63-6-4863	Coordinate Rear Detachment Support
71-8-4210	Provide Human Resource Support (Brigade-Corps)
71-8-4240	Plan Religious Support (Brigade-Corps)
71-8-1122	Participate in Tactical Reception, Staging, Onward Movement, and Integration Activities (Division and Above)
<b>Protection</b>	
03-2-9201	Implement CBRN Protective Measures
03-2-9203	React to a Chemical or Biological (CB) Attack
03-2-9208	Cross a Radiological Contaminated Area
03-2-9223	React to the Initial Effects of a Nuclear Attack
03-2-9226	Cross a Chemically Contaminated Area
05-2-3091	React to a Possible Improvised Explosive Device (IED), Vehicle Borne IED, Suicide VBIED, or Person Borne IED (UNCLASSIFIED/FOR OFFICIAL USE ONLY) (U//FOUO)
06-6-5074	Analyze Targets
06-6-5431	Execute Targeting Process
07-2-6063	Maintain Operations Security (Platoon-Company)
07-6-6028	Employ Operations Security Measures (Battalion-Brigade)
03-2-9224	Conduct Operational Decontamination
44-3-3220	Perform Passive Air Defense Measures

Table A-1. Example CAB UTL (continued)

<b><i>Mission Command</i></b>	
<b><i>Task #</i></b>	<b><i>Task Title</i></b>
44-3-3221	Perform Active Air Defense Measures
71-8-6100	Employ Air and Missile Defense (Battalion-Corps)



## Appendix B

### HBCTs METL

Table B-1 shows the CABs next higher HQ METL, that of the HBCT. This METL, like that of that of other brigade-level or higher HQ, is standardized by the Army.

**Table B-1. HBCT METL**

	<b>MET (ART)</b>
	<b>TG (T&amp;EO)</b>
	Supporting Collective Task (T&EO)
<b>ART 5.0</b>	<b>Conduct Mission Command</b>
<b>71-8-5100</b>	<b>TG: Execute the Operations Process (Battalion-Corps)</b>
71-8-2321	Develop the Intelligence, Surveillance, and Reconnaissance Plan (Battalion-Corps)
71-8-5111	Conduct the Military Decision-Making Process (Battalion-Corps)
71-8-5120	Prepare for Tactical Operations (Battalion-Corps)
71-8-5130	Assess Tactical Situation and Operations (Battalion-Corps)
71-8-5131	Execute Tactical Operations (Battalion-Corps)
<b>71-8-5300</b>	<b>TG: Integrate Information Engagement Capabilities (Battalion-Corps)</b>
71-8-5311	Conduct Information Engagement (Brigade-Corps)
71-8-5313	Provide Visual Information Support (Brigade-Corps)
71-8-5334	Plan Public Affairs Operations (Battalion-Corps)
<b>ART 7.1</b>	<b>Conduct Offensive Operations</b>
<b>07-6-1072</b>	<b>TG: Conduct a Movement to Contact (Battalion-Brigade)</b>
01-6-0436	Coordinate Air-Ground Integration When Providing Close Combat Attack (CCA) Support
06-6-5066	Employ Lethal Fires in Support of the BCT
07-6-6082	Conduct Mobility, Countermobility, and/or Survivability (Battalion-Brigade)
17-6-0308	Synchronize Close Air Support (Battalion-Brigade)
17-6-1007	Conduct ISR Synchronization and Integration (Battalion-Brigade)
<b>07-6-1092</b>	<b>TG: Conduct an Attack (Battalion-Brigade)</b>
01-6-WW	Coordinate Air-Ground Integration When Providing Close CBT Attack (CCA) Support
06-6-5066	Employ Lethal Fires in Support of the BCT
07-6-6082	Conduct Mobility, Countermobility, and/or Survivability (Battalion-Brigade)
17-6-0308	Synchronize Close Air Support (Battalion-Brigade)
17-6-1007	Conduct ISR Synchronization and Integration (Battalion-Brigade)

Table B-1. HBCT METL (continued)

	MET (ART) TG (T&EO) Supporting Collective Task (T&EO)
<b>ART 7.2</b>	<b>Conduct Defensive Operations</b>
<b>07-6-1028</b>	<b>TG: Conduct a Defense (Battalion-Brigade)</b>
01-6-0436	Coordinate Air-Ground Integration When Providing Close Combat Attack (CCA) Support
06-6-5066	Employ Lethal Fires in Support of the BCT
07-6-6082	Conduct Mobility, Countermobility, and/or Survivability (Battalion-Brigade)
17-6-0308	Synchronize Close Air Support (Battalion-Brigade)
17-6-1007	Conduct ISR Synchronization and Integration (Battalion-Brigade)
<b>ART 6.7.3</b>	<b>Conduct Security Operations</b>
<b>71-8-6500</b>	<b>TG: Conduct Security Operations (Battalion-Corps)</b>
01-6-0436	Coordinate Air-Ground Integration When Providing Close Combat Attack (CCA) Support
06-6-5066	Employ Lethal Fires in Support of the BCT
07-6-6082	Conduct Mobility, Countermobility, and/or Survivability (Battalion-Brigade)
17-6-0308	Synchronize Close Air Support (Battalion-Brigade)
17-6-1007	Conduct ISR Synchronization and Integration (Battalion-Brigade)
17-6-3809	Conduct Battle Handover (Battalion-Brigade)
17-6-9225	Conduct a Screen (Battalion-Brigade)
17-6-9406	Conduct Lines of Communication Security (Battalion-Brigade)
<b>07-6-1272</b>	<b>TG: Conduct Area Security (Battalion-Brigade)</b>
01-6-0436	Coordinate Air-Ground Integration When Providing Close Combat Attack (CCA) Support
06-6-5066	Employ Lethal Fires in Support of the BCT
07-6-6073	Secure Civilians During Operations (Battalion-Brigade)
07-6-6082	Conduct Mobility, Countermobility, and/or Survivability (Battalion-Brigade)
17-6-0308	Synchronize Close Air Support (Battalion-Brigade)
17-6-1007	Conduct ISR Synchronization and Integration (Battalion-Brigade)
17-6-9406	Conduct Lines of Communication Security (Battalion-Brigade)
<b>ART 7.3</b>	<b>Conduct Stability Operations</b>
<b>71-8-7331</b>	<b>TG: Coordinate Essential Services for Host Nation (Brigade-Corps)</b>
07-6-4000	Conduct a Civil Military Operation (Battalion-Brigade)
71-8-7335	Plan Emergency Food Relief (Brigade-Corps)
71-8-7337	Coordinate Medical Stability (Brigade-Corps)
71-8-7412	Coordinate Humanitarian Relief (Brigade-Corps)
<b>71-8-7321</b>	<b>TG: Plan Restoration of Public Safety (Brigade-Corps)</b>
07-6-4000	Conduct a Civil Military Operation (Battalion-Brigade)
07-6-6073	Secure Civilians During Operations (Battalion-Brigade)
71-8-7311	Coordinate Civil Security (Brigade-Corps)

Table B-1. HBCT METL (continued)

	MET (ART)
	TG (T&EO)
	Supporting Collective Task (T&EO)
<b>ART 3.3</b>	<b>Provide Fire Support</b>
<b>71-8-3000</b>	<b>TG: Provide Fire Support (Battalion-Corps)</b>
01-6-0436	Coordinate Air-Ground Integration When Providing Close Combat Attack (CCA) Support
06-6-1118	Conduct Fire Support Planning using MDMP
06-6-5059	Coordinate Target Attack
06-6-5066	Employ Lethal Fires in Support of the BCT
17-6-0308	Synchronize Close Air Support (Battalion-Brigade)
<b>ART 7.4</b>	<b>Conduct Civil Support Operations (ARNG Only)</b>
<b>71-8-7413</b>	<b>TG: Coordinate Disaster Management (Brigade-Corps)</b>
07-6-6073	Secure Civilians During Operations (Battalion-Brigade)
71-8-7335	Plan Emergency Food Relief (Brigade-Corps)
71-8-7337	Coordinate Medical Stability (Brigade-Corps)
71-8-7412	Coordinate Humanitarian Relief (Brigade-Corps)
71-8-7415	Plan Civil Support (Brigade-Corps)
71-8-7416	Coordinate Civil Support (Brigade-Corps)

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## Appendix C

### CATS Task Selection to METL Matrix

The CATS Task Selection to FSO METL matrix, Table C-1, is an example containing the list of CATS task selections supporting the task groups of the CAB's FSO METLS. For more information regarding a task selections or CATS, refer to the CAB CATS found within the ATN and DTMS.

**Table C-1. Example CAB CATS task selection to FSO METL matrix**

<i>Combined Arms Battalion, HBCT</i>		<i>METs and Task Groups</i>						
		<i>Attack</i>		<i>Defend</i>	<i>Security</i>			<i>Stability</i>
<i>Task Number</i>	<i>Task Title</i>	<i>MTC</i>	<i>Deliberate Attack</i>	<i>Area Defense</i>	<i>Screen</i>	<i>Guard</i>	<i>Area Security</i>	<i>Establish Public Order &amp; Safety</i>
17-TS-3210	Employ Mortars	X	X	X	X	X	X	
17-TS-3303	Conduct Medical Treatment Squad Operations	X	X	X	X	X	X	X
17-TS-5017	Conduct Dismounted Reconnaissance/Surveillance	X	X	X	X	X	X	X
71-TS-5100	Operate and Maintain Equipment	X	X	X	X	X	X	X
06-TS-4339	Conduct Fire Planning and Prepare for Operations	X	X	X	X	X	X	X
06-TS-4341	Execute Fire Missions	X	X	X	X	X	X	
06-TS-4342	Conduct FIST/COLT Team Operations	X	X	X	X	X	X	
71-TS-5015	Call for Fire	X	X	X	X	X	X	
71-TS-1113	Gain and Maintain Digital Proficiency	X	X	X	X	X	X	X
06-TS-4340	Conduct Occupation of the OP-FIST/COLT			X	X	X		
17-TS-3106	Perform Basic Tactical Tasks-Platoon	X	X	X	X	X	X	
17-TS-3304	Conduct Ambulance Squad Operations	X	X	X	X	X	X	X
17-TS-3305	Conduct Medical Treatment Platoon Operations	X	X	X	X	X	X	X
06-TS-4311	Plan Fire Support-Fires Cell	X	X	X	X	X	X	X
06-TS-4312	Prepare for Fire Support-Fires Cell	X	X	X	X	X	X	
06-TS-4313	Execute Fire Support-Fires Cell	X	X	X	X	X	X	
06-TS-4314	Analyze and Conduct Targeting	X	X	X	X	X	X	X
71-TS-1009	Plan and Prepare Operations	X	X	X	X	X	X	X

Table C-1. Example CAB CATS task selection to METL matrix (continued)

<i>Combined Arms Battalion, HBCT</i>		<i>METs and Task Groups</i>						
		<i>Attack</i>		<i>Defend</i>	<i>Security</i>			<i>Stability</i>
<i>Task Number</i>	<i>Task Title</i>	<i>MTC</i>	<i>Deliberate Attack</i>	<i>Area Defense</i>	<i>Screen</i>	<i>Guard</i>	<i>Area Security</i>	<i>Establish Public Order &amp; Safety</i>
71-TS-1000	Conduct Combined Arms Battalion Operations	X	X	X	X	X	X	X
71-TS-1001	Conduct an Attack/Movement to Contact	X	X					
71-TS-1002	Conduct a Defense/Delay			X				
71-TS-1003	Conduct Security Operations (Screen, Guard, Area Security)				X	X	X	
71-TS-1004	Conduct Stability Operations							X
71-TS-1008	Conduct Deployment							
71-TS-1010	Conduct Sustainment Operations	X	X	X	X	X	X	X
71-TS-1011	Conduct CP Operations	X	X	X	X	X	X	X
71-TS-3600	Conduct Scout Platoon Operations	X	X	X	X	X	X	X
71-TS-1000	Tactical Leaders Training-Squadron/Battalion (Tactical Leaders Course)							
71-TS-1041	Perform S1 Section Functions	X	X	X	X	X	X	X
71-TS-1042	Perform S2 Section Functions	X	X	X	X	X	X	X
71-TS-1043	Perform S3 Section Functions	X	X	X	X	X	X	X
71-TS-1044	Perform S4 Section Functions	X	X	X	X	X	X	X
71-TS-1046	Perform S6 Section Functions	X	X	X	X	X	X	X
71-TS-1077	Employ Fires	X	X	X	X	X	X	
71-TS-4125	Conduct Sniper Operations	X	X	X	X	X	X	X
71-TS-3601	Conduct Route Reconnaissance-Scout Platoon	X	X					
71-TS-3602	Conduct Area Reconnaissance-Scout Platoon	X	X					
71-TS-3603	Conduct Zone Reconnaissance-Scout Platoon	X	X					
71-TS-3604	Conduct a Screen-Scout Platoon				X			
71-TS-3605	Conduct Area Security/Stability Operations-Scout Platoon						X	X
17-TS-5529	Employ Unmanned Aircraft Systems	X	X	X	X	X	X	X
71-TS-2121	Conduct Convoy Operations						X	
71-TS-2122	Defend the Headquarters	X	X	X	X	X	X	X
71-TS-2123	Conduct HHC Sustainment Operations	X	X	X	X	X	X	X
71-TS-2120	Protect the Force	X	X	X	X	X	X	X

# Glossary

Acronym	Definition
<b>A</b>	
<b>AA</b>	avenues of approach
<b>AD</b>	air defense
<b>ADA</b>	air defense artillery
<b>ADAM</b>	air defense and airspace management
<b>AFATDS</b>	Advanced Field Artillery Tactical Data System
<b>AKO</b>	Army Knowledge Online
<b>AMD</b>	air and missile defense
<b>AO</b>	area of operation
<b>AOI</b>	area of interest
<b>ARNGUS</b>	Army National Guard of the United States
<b>ARFORGEN</b>	Army force generation
<b>ARNG</b>	Army National Guard
<b>ASCOPE</b>	areas, structures, capabilities, organizations, people, events
<b>ATLDG</b>	Army Training and Leader Development Guidance
<b>ATN</b>	Army Training Network
<b>ATS</b>	Army Training Strategy
<b>B</b>	
<b>BAE</b>	brigade aviation element
<b>BCT</b>	brigade combat team
<b>BHL</b>	battle handover line
<b>BHO</b>	battle handover
<b>BN</b>	battalion
<b>C</b>	
<b>C2</b>	command and control
<b>CAB</b>	combined arms battalion
<b>CAS</b>	close air support
<b>CATS</b>	combined arms training strategy
<b>CBRNE</b>	chemical, biological, radiological, nuclear, and high yield explosives
<b>CCIR</b>	commanders critical information requirements
<b>CEF</b>	contingency expeditionary force
<b>CFZ</b>	critical friendly zones
<b>CMO</b>	civil military operations
<b>COA</b>	course of action
<b>COLT</b>	combat observation lasing team
<b>COMSEC</b>	communications security
<b>COP</b>	common operating picture
<b>CP</b>	command post
<b>CPX</b>	command post exercises

## Glossary

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<b>CTC</b>	combat training center
<b>D</b>	
<b>DA</b>	Department of the Army
<b>DEF</b>	deployment expeditionary force
<b>DLIC</b>	detachment left in contact
<b>DMS</b>	distribution management section
<b>DoD</b>	Department of Defense
<b>DOTD</b>	Directorate of Training and Doctrine
<b>DST</b>	decision support template
<b>DTMS</b>	Digital Training Management System
<b>E</b>	
<b>EA</b>	engagement area
<b>EOA</b>	enemy courses of action
<b>EFST</b>	essential fires support task
<b>EPW</b>	enemy prisoner of war
<b>EW</b>	electronic warfare
<b>F</b>	
<b>FA</b>	field artillery
<b>FBCB2</b>	Force XXI battle command brigade and below
<b>FEBA</b>	forward edge of the battle area
<b>FIST</b>	fire support team
<b>FM</b>	field manual
<b>FRAGO</b>	fragmentation orders
<b>FS</b>	fire support
<b>FSCM</b>	fire support coordinating measures
<b>H</b>	
<b>HBCT</b>	heavy brigade combat team
<b>HQ</b>	headquarters
<b>HIMAD</b>	high-to-medium altitude air defense
<b>HPT</b>	high-payoff targets
<b>HQ</b>	headquarters
<b>HQDA</b>	Headquarters, Department of the Army
<b>HUMINT</b>	human intelligence
<b>I</b>	
<b>IAW</b>	in accordance with
<b>IBCT</b>	Infantry brigade combat team
<b>IED</b>	improvised explosive device
<b>IMINT</b>	imagery intelligence



<b>INFOSYS</b>	information systems
<b>IO</b>	information operations
<b>IPB</b>	intelligence preparation of the battlefield
<b>IR</b>	information requirements
<b>ISM</b>	intelligence synchronization matrix
<b>ISR</b>	intelligence, surveillance, reconnaissance
<b>J</b>	
<b>JCATS</b>	Joint Conflict and Tactical Simulation
<b>JTF</b>	joint task force
<b>L</b>	
<b>LC</b>	line of contact
<b>LD</b>	line of departure
<b>LDS</b>	Leader Development Strategy
<b>LNO</b>	liaison officer
<b>LOC</b>	lines of communication
<b>LOGPAC</b>	logistics package
<b>LRP</b>	logistics release point
<b>LTIOV</b>	latest time information of value
<b>LVCG</b>	live, virtual, constructive, gaming
<b>LZ</b>	landing zone
<b>M</b>	
<b>MBA</b>	main battle area
<b>MDMP</b>	military decision-making process
<b>medevac</b>	medical evacuation
<b>MET</b>	mission-essential task
<b>METL</b>	mission-essential task list
<b>METT-TC</b>	mission, enemy, terrain and weather, troops and support available, time available, civil considerations
<b>MI</b>	military intelligence
<b>MOPP</b>	mission-oriented protective posture
<b>MP</b>	military police
<b>MSEL</b>	master scenario events list
<b>MTPs</b>	mission training plans
<b>MTS</b>	movement tracking system
<b>N</b>	
<b>NAI</b>	named areas of interest
<b>NFA</b>	no fire areas
<b>O</b>	

## Glossary

<b>OAKOC</b>	observation and fields of fire, avenues of approach, key and decisive terrain, obstacles, cover and concealment
<b>OBSTINTEL</b>	obstacle intelligence
<b>OE</b>	operational environment
<b>OP</b>	observation post
<b>OPLAN</b>	operations plan
<b>OPORD</b>	operation orders
<b>OPSEC</b>	operational security
<b>P</b>	
<b>P</b>	needs practice
<b>PIO</b>	police intelligence operations
<b>PIR</b>	priority intelligence requirements
<b>PL</b>	phase lines
<b>PLD</b>	probable line of deployment
<b>PME</b>	professional military education
<b>PMESII-PT</b>	political, military, economic, social, information, infrastructure, physical environment, time
<b>POL</b>	passage of lines
<b>Q</b>	
<b>QRF</b>	quick reaction force
<b>R</b>	
<b>R&amp;S</b>	reconnaissance and surveillance
<b>RFA</b>	restrict fire area
<b>RFL</b>	restrict fire line
<b>S</b>	
<b>SBF</b>	support by fire
<b>SCATMINE</b>	scatterable mine
<b>SHORAD</b>	short-range air defense
<b>SIGNIT</b>	signal intelligence
<b>SIR</b>	specific information requirements
<b>SITTEMP</b>	situation template
<b>SOEO</b>	scheme of engineer operations
<b>SOFA</b>	Status-of-Forces Agreement
<b>SOI</b>	signal operating instruction
<b>SOP</b>	standing operating procedures
<b>SOSRA</b>	suppress, obscure, secure, reduce, and assault
<b>SP</b>	start point
<b>SPOTREP</b>	spot report
<b>SPT OPS</b>	support operations
<b>STX</b>	situation training exercises

<b>SU</b>	situational understanding
<b>T</b>	
<b>T</b>	trained
<b>T&amp;EO</b>	training and evaluation outlines
<b>TACSOP</b>	tactical standing operating procedures
<b>TAI</b>	target areas of interest
<b>TC</b>	training circular
<b>TE&amp;O</b>	training and evaluation outlines
<b>TLDG</b>	training leader development guidance
<b>TOE</b>	table of organization and equipment
<b>TRADOC</b>	Training and Doctrine Command
<b>TRP</b>	target reference point
<b>TSOP</b>	tactical standing operating procedures
<b>U</b>	
<b>U</b>	untrained
<b>UAS</b>	unmanned aircraft systems
<b>USAR</b>	U.S. Army Reserve
<b>UTL</b>	unit task list
<b>V</b>	
<b>VBS2</b>	Virtual Battlespace 2 System
<b>W</b>	
<b>WARNO</b>	warning order
<b>WFF</b>	warfighting functions
<b>WMD</b>	weapons of mass destruction
<b>WTSP</b>	Warfighter Training Support Packages
<b>X</b>	
<b>XO</b>	executive officer

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*The Capstone Concept for Joint Operations, CCJO v3.0*, 15 January 2009.

*The Army Leader Development Strategy (LDS) for a 21<sup>st</sup> Century Army*, 25 November 2009.

JP 1-02, *DoD Dictionary of Military and Associated Terms*, 8 November 2010.

JP 3-0, *Joint Operations*, 22 March 2010.

## DOCUMENTS NEEDED

These documents must be available to the intended user of this publication:

## DEPARTMENT OF THE ARMY FORMS

DA forms are available on the APD Web site <[www.apd.army.mil](http://www.apd.army.mil)>.

DA Form 1156, *Casualty Feeder Card*.

DA Form 2028, *Recommended Changes to Publications and Blank Forms*.

## WEB SITES

Most Army doctrinal publications and regulations are available online at:

Army Knowledge Online: <https://www.us.army.mil>.

Army Publishing Directorate: <http://www.apd.army.mil>.

Army Training Network: <https://atn.army.mil/index.aspx>.

Combined Arms Training Strategy (CATS): [ATN-CATS](http://atn.army.mil/index.aspx).

Digital Training Management System (DTMS): <https://dtms.army.mil/DTMS/myWorkspace.aspx>.

General Dennis J. Reimer Training and Doctrine Digital Library: [www.adtdl.army.mil](http://www.adtdl.army.mil).

Joint publications are available online at: <http://www.dtic.mil/doctrine/doctrine/doctrine.htm>.

MCoE Collective Training Branch Home Page: access AKO, then copy and paste web address;

<https://www.us.army.mil/suite/grouppage/130823>.

For further information, please review <http://www.tradoc.army.mil/index.asp>.

# Index

Army force generation  
(ARFORGEN), 1-12  
Army training management,  
1-5  
Army training strategy (ATS),  
1-2  
10 goals, 1-2  
Army Training System, 1-3  
11 principles, 1-3  
training and education, 1-5  
combined arms training  
strategy (CATS), 1-16

decisive action, 1-8  
describe leadership qualities,  
1-3  
leader development strategy  
(LDS), 1-3  
live, virtual, constructive, and  
gaming (LVCG), 1-19  
mission essential task list  
(METL), 1-9  
development process, 1-9  
noncommissioned officers  
(NCOs), 1-3

task training and evaluation  
outlines (T&EOs), 2-1  
tasks, 1-14  
threats, 1-7  
hybrid, 1-8  
training events, 1-17  
training products, 1-13  
Unit task lists (UTLs), 1-15  
warfighter training support  
package (WTSP), 1-17

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